

# Sales management

THE MAGAZINE OF MODERN

# Sold... *between breakfast and supper time*

...a different brand of Gas



...a new kind of Coffee



...a better Vacuum Cleaner



**G**ROWING with surprising vitality, a new force is moving goods into homes today at a sharp reduction in selling costs.

To an audience consisting chiefly of women—and women in an intensely responsive mood—Daytime Radio has become a trusted, informative, unfailing friend.

For clever strategists alert

## Daytime Radio Hours are $\frac{2}{3}$ of their lives!

While they work—while they plan—while they live through busy multi-angled days—Radio Housewives listen...

A recent nation-wide survey\* demonstrates the extent to which Daytime Radio is becoming perhaps the woman's closest—certainly her most constant—friend.

When you buy Daytime Radio Hours, you have—by actual check—from 75% to 90% of all reachable radio homes for a potential audience. And you have the most vitally-important two-thirds of women's waking lives in which to sell them.

to increase pressure profitably, Daytime Radio Hours provide a golden opportunity. (The cost is approximately half that of evening time.) The results—as demonstrated in scores of different fields\*—are almost incredible.

\*Send for a copy of our new book, "Sales Begin when Programs Begin"—if you haven't already received one from us.

*Tune in the RCA Magic Key Program every Sunday 2 to 3 p.m., E.S.T., on WJZ and associated NBC stations*

## NATIONAL BROADCASTING COMPANY, INC.

A RADIO CORPORATION OF AMERICA SUBSIDIARY • NEW YORK • CHICAGO • WASHINGTON • SAN FRANCISCO

*Good Advertising . . .*

## **BUT IT DOESN'T REACH MY CUSTOMERS!**



**DEALER:**

*"Your magazine advertising doesn't help me—my best customers this year are farmers."*

**SALESMAN:**

*"Well . . . I think we are reaching farmers"—*

**DEALER:**

*"No! I am not interested . . . I've heard that story many times . . . the advertising that helps me most is in farm papers."*

★ ★ ★

ADVERTISING schedules that do not include farm papers are now missing America's *best customers*.

No other major group of people have had increases in income comparable to the rise in earnings on farms during 1934 and 1935.

If you are not getting your share of this business, study your advertising schedule. How much of your advertising appears in farm papers—the only publications that influence the farm market?

Farm papers are close to the hearts and pocketbooks of farm families. No other advertising media are so closely read in farm homes—and none so powerful with dealers who are getting farm trade in their communities.

## **YOU CAN'T SELL THE FARM FAMILY WITHOUT *Farm Papers***

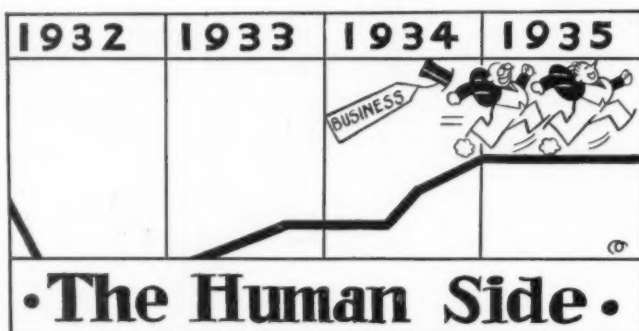
FARM JOURNAL  
PROGRESSIVE FARMER &  
SOUTHERN RURALIST  
SOUTHERN AGRICULTURIST  
PRAIRIE FARMER  
WALLACES' FARMER & IOWA  
HOMESTEAD  
THE FARMER (St. Paul)

SUCCESSFUL FARMING  
WISCONSIN AGRICULTURIST  
& FARMER  
THE FARMER-STOCKMAN  
FARM AND RANCH  
THE OHIO FARMER  
PENNSYLVANIA FARMER

CAPPER'S FARMER  
MICHIGAN FARMER  
INDIANA FARMER'S GUIDE  
PACIFIC N. W. FARM TRIO  
(The Washington Farmer, The  
Idaho Farmer, The Oregon  
Farmer)

HOARD'S DAIRYMAN  
KANSAS FARMER (Mail &  
Breeze)  
MISSOURI RURALIST  
CALIFORNIA CULTIVATOR  
MONTANA FARMER  
UTAH FARMER





### E for Aphrodisiaes

The new industry that America needs may be greater production and use of Vitamin E.

"It creates sex interest in the male," says Oscar Gottfried, editor of the *New York Physician*. It also does things to the female.

With apparently 75% of consumer advertising devoted to sex and its ramifications, and apparently faring well with it, SM hastened to Mr. Gottfried to find out more.

It seems there are 50 or 60 products which are thought to contain Vitamin E, he said. In fact, products known to have Vitamin B also are thought to contain Vitamin E, and it is not known definitely whether B or E is the activating agent. E probably makes B more effective. Rice with hulls on has E. So has cottonseed oil. Wheat germ oil is a good source. (The *New York Physician* has started a letter contest in the profession on wheat germ oil and Vitamin E with a \$1,000 fellowship as first prize.)

Advertisers seeking to arouse a bit of desire in their readers will be glad to know that Vitamin E concentrate from wheat germ oil (it is tasteless) is being experimented with by Abbott, Squibb, Sharp & Dohme and other laboratories for use in other products.

What Vitamin E does to the gents and the ladies you may learn specifically from the November issue of the *New York Physician*. SALES MANAGEMENT is concerned not with its physiological but its economic possibilities. The medical people are trying to keep it on a professional plane. They don't want the quacks to get hold of it. And the medical profession will not say much publicly about sex.

There are other possible uses for Vitamin E, Mr. Gottfried said. It is now being tested on asthmatic children.

Oysters, for centuries regarded as an aphrodisiac, don't contain any more of it, if any, he said, than other foods.

### Camels in the Storm

Some people who have observed Lieut. Commander Frank Hawks, U. S. N. R., at places where aviators rise to tell lusty jokes and to recite the difficulties of making speed records, have expressed surprise at seeing Frank Hawks endorsing Camel cigarettes. They had never seen him without a corn-cob pipe.

But there he was—in newspaper comic sections traveling at a breath-taking pace, barely missing Andes Mountains in storms, between Los Angeles and Buenos Aires, with the help of Camels.

There he was, at the top of color pages in magazines, standing smilingly beside his trim gray plane, a cigarette (presumably a Camel) in his hand. And he was saying in the testimonial alongside, "I've been flying for 19 years and smoking Camels almost as long."

Merely to set some people straight (and, of course, without wishing to question the Camel veracity), we asked a few flying

people about the smoking habits of Lieut. Comm. Hawks. Yes, said they, the corn-cob pipe is his favorite. But he does smoke cigarettes now and then—sometimes Camels. (The Camel camera-man must have caught him at a propitious moment.)

"We don't see, though," our flying friends added, "how Hawks would want to get a lift from Camels (or anything else) in a speeding plane in a storm!"

### Proper Medium

Parker Brothers start a campaign in the *Wall Street Journal* to promote a game called "Monopoly."

### Phantom of the Opera

The Metropolitan Opera is a fat promotional plum. But the better the plum the higher the cost. Although much to-do was made by Lambert Pharmacal Company last year in its sponsorship of the opera Saturday afternoons for Listerine mouth wash, and about as much the year before by American Tobacco for Lucky Strike cigarettes, the regular Saturday afternoon performances will go unsponsored this year.

National Broadcasting Company tried resolutely to find an advertiser willing to venture the approximately \$750,000 needed (of which \$400,000 would go to the Metropolitan and the rest for "time.") Lambert declined to repeat. Chrysler Motors for a time appeared to be the best prospect. But Chrysler faded out of this picture.

Meanwhile, on October 23, *Variety* carried a story to the effect that Cecil, Warwick & Cecil advertising agency had arranged with the Metropolitan for a weekly "auditions" series, with Sherwin-Williams Company as sponsor. Professional singers would appear each Sunday on the radio in "contest concerts," with Edward Johnson, managing director of the Metropolitan as master of ceremonies.

But even so the current angel of the opera, it seems, had not yet been finally ordained.

In *Variety* of October 30 Charles Henry Freeman of Freeman Concert Management, New York, ran a two-column ad "warning" whomever it might concern that he had a copyright on such an idea. His idea, he said, had been titled "Knocking at the Door of the Metropolitan."

Cecil, Warwick & Cecil and National Broadcasting Company obtained from the United States District Court at New York a temporary injunction "to enjoin him from discussing certain phases of the pending litigation," and went ahead to launch the proposed Sherwin-Williams program December 22.

Meanwhile, Mr. Freeman said he had interested General Electric Company in the "Knocking at the Door" plan, and that in GE's interests and his own he would move to vacate the injunction. Although the court's action has made Sherwin-Williams, temporarily at least, the "Metropolitan sponsor," Mr. Freeman is also quite determined, as he said, "to protect originators of ideas—to rescue for the men and women whose 'dreams' have provided the great fortunes in every field, a reasonable degree of protection for this intangible yet highly valuable property."

In an affidavit he pointed out that he conceived the idea in February, 1933, in the New York apartment of the late Herbert Witherspoon, then recently executive head of the Chicago Opera, who was managing director of the Metropolitan prior to his death last May. Mr. Witherspoon, he said, left it "as a heritage to his successors."

Although executives of Cecil, Warwick & Cecil have pointed out that the Sherwin-Williams series is set to go—and NBC in its December listing of network broadcast advertisers has included "Metropolitan Opera Auditions of the Air," Red network, C., W. & Co., agency—Mr. Freeman said on December 7 that

SALES MANAGEMENT, published semi-monthly, on the first and fifteenth, except in April and October, when it is published three times a month and dated the first, tenth and twentieth; copyrighted and published by Sales Management, Inc., 420 Lexington Ave., New York, N. Y. Subscription price \$4.00 a year in advance. Entered as second-class matter June 1, 1928, at the Post Office, N. Y., under the Act of March 3, 1879. December 15, 1935. Volume XXXVII. No. 13.



# Advertisers' Messages

TO SPOKANE AND INLAND EMPIRE HOMES

DELIVERED DAILY BY . . . . .

1319 Carriers

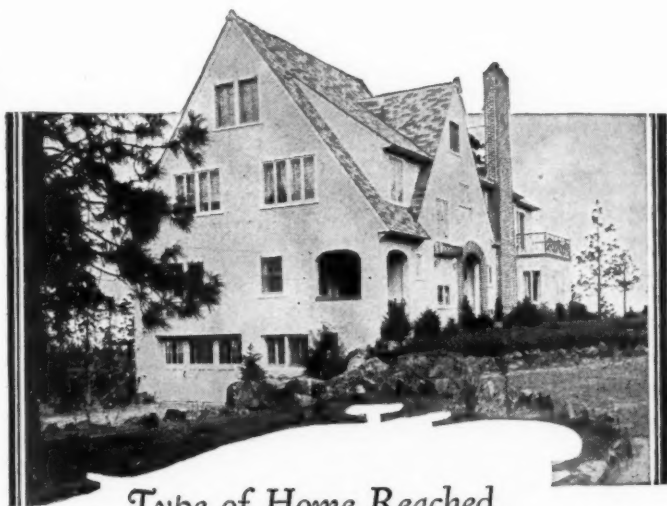
63 Motor Cars

**S**POKANE and its tributary Inland Empire stand out as one of the nation's most lucrative markets today BECAUSE 1. The \$63,000,000 power dam construction at Grand Coulee in Spokane's A. B. C. trade-area. 2. Good 1935 crops in the Inland Empire with yields of some products double and treble the nation's average and with higher prices all along the line. 3. Increased demand and profitable price levels for Inland Empire lumber, silver, lead and other basic products. 4. Mounting bank deposits and steadily increasing payrolls.

In this favored area THE SPOKESMAN-REVIEW and SPOKANE DAILY CHRONICLE have been building prestige, good will and circulation for more than half a century: The last week in



One of the  
1319



Type of Home Reached

October 1935, 1,319 carriers, aided by 63 motor delivery cars, were employed to distribute these two dailies to the homes of Spokane and 522 tributary towns. Over 90,000 combined circulation (85% UNduplicated, Polk) for 101,247 urban families in their field.

**THE SPOKESMAN-REVIEW - Spokane Daily Chronicle**

SUNDAY

MORNING

EVENING

SPOKANE, WASHINGTON

ADVERTISING REPRESENTATIVES

JOHN B. WOODWARD, INC., NEW YORK — CHICAGO — DETROIT — BOSTON — KANSAS CITY — SAN FRANCISCO — LOS ANGELES

COLOR REPRESENTATIVES — SUNDAY SPOKESMAN-REVIEW MAGAZINE AND COMIC SECTIONS — ASSOCIATED NEWSPAPER COLOR, INC.

DECEMBER 15, 1935

[675]

# SALES management

Vol. XXXVII. No. 13

December 15, 1935

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EDITORIAL STAFF: RAYMOND BILL, *Editor and Publisher*;  
PHILIP SALISBURY, *Executive Editor*; A. R. HAHN, *Managing Ed-  
itor*; E. W. DAVIDSON, *News Editor*; M. E. SHUMAKER, *Desk Editor*;  
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ASSOCIATE EDITORS: - JAMES R. DANIELS, LAWRENCE M.  
HUGHES, LESTER B. COLBY, D. G. BAIRD, MAXWELL DROKE, RAY  
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Published by Sales Management, Inc., RAYMOND BILL, *President*;  
PHILIP SALISBURY, C. E. LOVEJOY, JR., M. V. REED, R. E. SMALL-  
WOOD, W. E. DUNSBY, *Vice-Presidents*; T. J. KELLY, *Secretary*;  
F. G. FRANCIS, *Treasurer*. Publication office, 420 Lexington Avenue,  
New York. Telephone, Mohawk 4-1760. Chicago, 333 North  
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Periodical Publishers Institute.

"I do not believe that Sherwin-Williams is going to touch the subject until it is acted upon by the court before which it is now pending." He added that he did not believe that C., W. & C. "have any idea of putting on the program on December 22, either with Sherwin-Williams Company or any other client!"

Meanwhile, General Electric sits back and wonders whether radio sets and refrigerators might not mix better with opera on the air, than paint.

## "Ham On Cottonseed, Toast It"

Always ready to tip his ten-gallon hat to any new way of using cotton or cottonseed products, Old Man Texas is a-bowing to a fresh marketable idea found in test tubes: Flour made from cottonseed.

T. J. Harrell, president of the Traders Oil Milling Company, Ft. Worth, believed that cottonseed could be turned into a smooth, golden flour almost entirely devoid of starches. He asked the Texas Agricultural and Mechanical College to name a brilliant student for whom he could build some experimental laboratories. The student, C. W. McMath, willingly switched his college courses to include cotton products studies. Upon graduation he proceeded to the oil mill laboratories.

After three years of trial and error, the test tubes produced a rich, nut-brown flour, lavish with Vitamin B and also containing Vitamin G. It was named "CoFlo."

It is being sold through bakers exclusively with local advertising campaigns being prepared by agents Tracy-Locke-Dawson. The American Medical Association has accepted CoFlo—not only for bread, but also for cereals, ice cream, candies, pet foods.

Most cereals are almost pure starch, with about 3% protein. Cottonseed flour, the originators claim, makes possible more nutritious cereals with 45% protein. Cottonseed ice cream will have a caramel flavor. CoFlo candy will be the first in history to contain protein. As a pet food, it is declared, it will make dogs catch more rabbits, and cats more mice.

The morning is not far off when your wife will hand you a plate of brown toast with, "Eat it now, dear. It's that new cottonseed bread that won't make you fat."

## Purely Personal

MY WIFE, FANNIE ANFANG, 1,661 ST. JOHN'S Place, Brooklyn, having evicted me, I shall no longer be responsible for her debts.

OBJECT MATRIMONY—TO ADVERTISING JOB. WILL wash dishes, scrub floors and even do the diapers if necessary. Salary? Bah!! Future? Ah!!! Box 184.

MAN OF MANHATTAN, INSUFFERABLY STUPID, DIS- gustingly dull, unspeakably unimaginative, might show marked improvement by correspondence with intelligent, imaginative, interesting woman, fortyish, fearless, and fascinatingly feminine. Box 247.

These three personal notices are from the collection of Lockwood Barr, who makes a hobby of gathering such "examples of tragedy, greed, fear, want, heart-ache, wit and humor . . . gems that deserve to be preserved." Mr. Barr, a New Yorker, is consultant to corporations in stockholder relations, financial publicity, advertising and allied work. His clients include General Motors, Westinghouse, Pittsburgh Plate Glass and other big and small-time firms.

Deciding to capitalize on his hobby, Mr. Barr assembled some of his choicest specimens in a pamphlet and sent it to his clients and prospects. Scattered through the oddities clipped from newspapers and magazines he inserted several of his own personals:

NOT TOMORROW PERHAPS—BUT ONE OF THESE days some one is going to ask you the answer to an unusual problem . . . or the man to work out the solution. That job may require terse, forceful, logical copy; experience in sales, advertising, and publicity; knowledge of effective printing. I handle such problems.

Readers chuckled over the unusual way of advertising, and many made a note of Mr. Barr's name. He ought to get some new clients from his "Purely Personal" publicity.

SALES MANAGEMENT



**EXCLUSIVE OFFER:**  
**\$55,000,000**



Of the 89,165\* News-reading families in Marion County (Indianapolis), approximately 50,000 read no other daily newspaper. These families, spending upward of \$55,000,000 in retail purchases every year, are dependent on The News for buying ideas.

Only by putting your message over with this vast audience—the largest and most able-to-buy exclusive group of readers in Indianapolis—can you get your share of the big profits in the fertile Indianapolis Radius.

\*News city circulation, Nov. 1935. Total circulation, Nov. 1935—147,329.



## THE INDIANAPOLIS *News*

*sells* THE INDIANAPOLIS RADIUS

New York:  
DAN A. CARROLL,  
110 E. 42nd Street.

Chicago:  
J. E. LUTZ,  
180 N. Michigan Avenue.

DECEMBER 15, 1935

[ 677 ]



# Starting Businesses from the Cradle!

*Lord & Thomas, we believe, have a unique record  
in this field, where the mortality rate is high*

**I**T IS one thing to develop new winning sales ideas for an advertiser whose success is already established. It is a much more difficult one to start from scratch and advertise an infant industry into a robust and profitable maturity.

Yet Lord & Thomas have a unique record in this field, where the mortality rate is high.

Many of today's successful advertisers have had Lord & Thomas from the start. Many infant products christened by us are household words today.

Some such clients have been with us 10, 20, 30 years. They won for the sole reason that *right* advertising has delivered intrenched leadership and rich rewards year after year. It is the only kind of advertising that Lord & Thomas recognize — Salesmanship-in-Print gauged by *net profits*.

It is this principle which guides us in our work for new advertisers who came with us last year and this year — advertisers who, we believe, will be leaders 10, 20 and 30 years from today.

## *What this means in Experience*

Pioneering in new fields over 63 years has brought rich rewards not only to our advertisers, but invaluable experience to Lord & Thomas.

We have learned what *fails* as well as what *succeeds*. While we are the last to claim infallibility, we have cashed in and capitalized our failures — they are not repeated.

In copy-testing, in radio showmanship, and in many other sound

practices which are accepted today as fundamentals in advertising, Lord & Thomas were the pioneers who developed them to their greatest effectiveness.

There are many well-known businesses in whose inception we were privileged to play a leading part. Their problems, as with most new industries, embraced not only Salesmanship-in-Print, but merchandising, distribution, markets and dealers.

It is a source of pride to us that these diverse businesses—now grown to a robust and outstanding maturity—still entrust their advertising to Lord & Thomas.

We are equally proud that among our new clients today, several are starting fresh from the cradle. Businesses which bid fair to repeat the success of the others.

## *Here are a few Examples*

— *Seven months ago*, a brand new challenger made its appearance on the horizon of the most bitterly contested ground in the drug business. Strategy was planned with the help of Lord & Thomas. Within 60 days, nation-wide distribution and display was an accomplished fact. Sixteen radio announcements brought requests for more than 2,000,000 samples. Sales volume today exceeds \$40,000 a month, and is on the rise at a geometric rate!

\* \* \*

— *Twenty-eight years ago*, Lord & Thomas assisted a group of western fruit growers in forming a Cooperative. An original venture of \$3000

in Iowa—a test campaign—marked their entrance into advertising. Today, this client has seen the per capita consumption of oranges increased from 32 to 72 a year.

\* \* \*

— *Twenty years ago*, Lord & Thomas were asked to advise on the launching of a new dentifrice. Our counsel was sought not only along the line of advertising, but in regard to fundamental strategy of manufacture, merchandising and distribution. Aggressive Salesmanship-in-Print lifted it to the top of the sales field—a world position which it has steadily maintained despite increasingly stiff competition.

\* \* \*

— *Twelve years ago*, a client's *adroit mind* discovered merchandising possibilities in one of his by-products. Today, it has created a whole new industry, with hundreds of imitators, but true Salesmanship-in-Print continues to maintain its dominance.

## *A Product Need Not be New*

These are the stories of a few of the many advertisers who continue to reap the rewards of Salesmanship-in-Print, as practiced by Lord & Thomas.

Nor does a product have to be *new*—like these mentioned—to yield new advertising ideas. Men with *feel* for ideas that *sell* often dig great advertising success out of seemingly barren or worked-over ground. Some of our greatest successes are made with products in which others fail to find the winning *Reason-Why*.

# LORD & THOMAS · advertising

# Significant Trends

As seen by the Editors of *Sales Management* for the fortnight ending December 15, 1935:

## How Nearly Are We Recovered?

It seems as though every time we pick up a newspaper or a magazine we see a new and

different estimate of the degree of recovery. Estimates made by the Administration, research organizations, trade associations, and labor groups vary widely. Of course most of them are trying to prove something—but we think the varying estimates are caused less by self-interest than by the fact that while each group *seems* to be talking about the same thing they are actually talking about something different. One group says we have made a certain degree of recovery towards *normal*; the next group quotes a different figure—largely because their estimate of normal differs from the first; another says we are such and such a percentage of the pre-war average; another of the 1923-1925 average, another of 1926, etc.

● ● ● For example, Major Berry is playing up the point that employment and payrolls are away out of line with production. Based on his averages, production is 90% of normal, employment 82%; and factory payrolls only 74%. Doubtless he is right,

● ● ● But, it so happens that his production figures are based on a different set of industries than the employment and payroll figures. His production figure, for example, is heavily influenced by the production of cigarettes, an industry which has been booming since the depression but which employs very little labor. The building construction industry furnishes more labor per dollar of expenditure than any other large industry. It was booming during the 1923-26 period, but had slumped off materially by 1929.

● ● ● Now if production, employment and payroll figures are based on 1929 as 100, we find that production this year has averaged around 73% of normal, employment 78%, and payrolls 63%.

● ● ● We cite these figures not with any idea of trying to prove that unemployment is not acute or that payrolls are recovered sufficiently to insure prosperity, but merely to get over our idea that one shouldn't take comparisons of this kind seriously unless one understands the source of the basic figures.

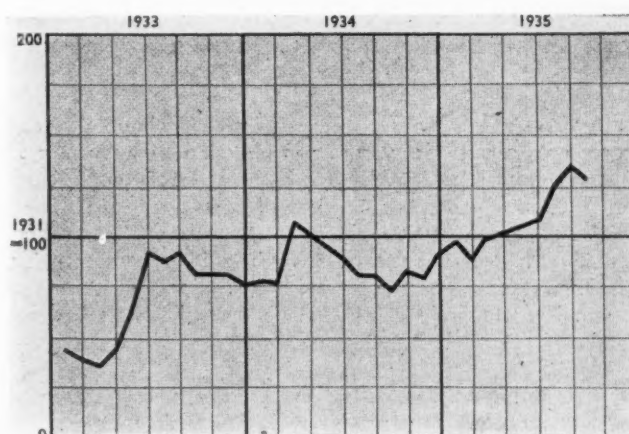
● ● ● Regardless of the basis used, all of the production charts for November show that industrial production for the first time exceeded the peak reached in the speculative boomlet of 1933. Unlike that period, the gains this Fall have been warranted, for all the while that business has been increasing, inventories have been declining. The goods that have been produced this Fall have been moved into the final channels of consumption.

● ● ● Unemployment today is largely found in the heavy goods industries and one of the improvements we can be most thankful for is that during 1935 the greatest gains in business activity have been in the heavy goods industries. Since the outlook for building, railroads, auto-

mobile, steel and equipment for the next year is very favorable, it seems reasonable to expect the unemployment problem to be greatly corrected during the next year.

● ● ● Here are some noteworthy improvements as shown by final figures for the month of December: (1) Farm income rose more than seasonably normal despite the fact that benefit payments were 44% smaller than the year before; (2) factory payrolls rose briskly with notable gains in the automobile industry—according to Labor Bureau statistics the October gain from a year ago in total factory payrolls was 23.1%; (3) steel operations rose to the highest point in the year; (4) bank debits gained 40% over a year ago in New York City, and 22.9% in other cities; (5) machine tool sales are in excess of 1926 and are 134.4% ahead of a year ago; (6) prices of all stocks on the New York Stock Exchange, as of November 30, were 13% higher than last year; (7) electric power output, week after week, registers a new all-time high; (8) freight carloadings are 17% higher than last year.

● ● ● The New York *World-Telegram* in a recent issue quoted the following from a speech of Secretary of the Interior Ickes: "Standard of living is a relative term. Even if it were true that the American standard of living is the highest on record, that is not the question that confronts us today. What we are face to face with is the proposition whether the American standard of living is such as to assure the minimum requirements of our people as to comfort, health and general well-being. If our standard of living is not that high, it is not high enough, whatever the standard of living may have been in other ages and may be now in other countries."



The above graph shows a composite sales trend of twelve representative "heavy" industries. Products and equipment included are: Fabricated Steel Plate; Malleable Castings; Steel Castings; Air Conditioning Equipment; Steel Boilers; Electric Industrial Trucks and Tractors; Pumps (steam, power and centrifugal); Panel Boards and Cabinets; Electric Overhead Cranes; Industrial Paint; Oil Burners; and Machine Tools. To arrive at a composite figure the sales in the twelve groups were weighted in proportion to their 1931 total dollar business. In the chart, 1931 = 100. (Courtesy F. W. Dodge Corp.)



● ● ● And then the newspaper added, as an editorial comment: "Looking at it, if we should choose to, not from the humane but from the purely economic point of view, what a perpetual boom in purchasing power such a standard of living would bring about! What an increase in customers! What a bulge in the volume of business! What an increase in tax receipts, without further increase in rates! What a balance—and what a budget!"

● ● ● Despite apparent contradictions in the opinions of speakers at the recent annual convention of the National Association of Manufacturers, and of President Roosevelt and other Administration officials in recent speeches, we think that the two groups are not so far apart as they seem. Is there, for example, any great difference between the philosophy of Mr. Ickes as quoted above, and the following quotation from President Bardo of the N. A. M.? "Unrestricted competition for private gain, without regard to social service, will not serve. The exploitation of a people's natural resources solely for individual profit will not do. We have been thinking faster scientifically than we have been socially. We must solve the riddle of the famine of plenty. We must balance distribution with production. Man must be able to buy what the machine makes. Our factories must not be idle for want of customers."

## Merry Christmas to the Stores

them in locking the doors to keep people out! Whenever a store has to do that it is really news. The jam inside was so great that it was unsafe to allow any more purchasers to go in until the wants of the earlier birds had been satisfied. Unseasonable weather kept department store sales down in the New York area for the first half of November, but the upturn in the last half was so great that every store but one in New York, Brooklyn and Newark showed a handsome gain over the same month of last year.

● ● ● Other cities report similar gains. Chicago stores are so optimistic, for example, that they made possible a record-breaking daily issue of the *Chicago Tribune* on Thursday, November 28. Retail advertising topped last year's Thanksgiving Day issue by 10 pages. There were 25 full-page advertisements, 3 of them in newsprint color. The Fair Store led the list with a section of 12 pages; Marshall Field had 4; Walgreen's 4, and Sears, Roebuck 2.

● ● ● Woolworth's November sales hit a high record for any month this year. Usually November is not one of the big months.

● ● ● The Census of Business, to be launched from Philadelphia on January 2, will provide data to be compared with that gathered for 1929 and 1933, and will go much further in providing more complete and basic data for business. Fields to be covered by the new Census include retail trade, hotels, insurance, real estate, construction, banking and finance, business services, broadcasting, advertising agencies, wholesale trade, amusements, distribution of manufacturers' sales, trucking and warehousing, bus transportation, and operation of non-residential buildings.

On the afternoon of Saturday, December 7, R. H. Macy & Company had to call on police to help

● ● ● The value of orders booked by the air-conditioning manufacturers in October hit an all-time high—approximately double the 1933 figure.

● ● ● Investments of life insurance companies for one of the November weeks were the largest for any week on record. Investments of the companies up to November 9 were \$2,516,217,200 against \$1,441,371,000 a year ago.

● ● ● Those looking for definite improvement in business should take a glance at the cigar-making industry, according to John S. Duys, president of the Cigar Manufacturers and Loose Tobacco Dealers. More than 5,000,000 cigars will be smoked in the country this year for the first time since 1931. He says, "The increase is significant of better times all around, as past experience indicates that when the cigar industry picks up after depression, recovery is really under way."

## Employment Increases

Out of 72 industries in the United States, 26 now employ at least 90% as many people as they did in 1923-1925. The greatest gains in employment, according to an article in *Today*, have

been (using 1923-1925 as 100) in:

Rayon .....	340%	Petroleum refineries...	112%
Radios, phonographs...	214	Knit goods manufacturers .....	110
Food canning.....	181	Paper and pulp.....	109
Wire work.....	119	Chemical .....	108
Farm implements....	118	Paint and varnish....	106

Principal wage increases were in: Rayon industry, 253%; farm implements, 138; radios, phonographs, 134. All other industries showed wage levels below the 1923-1925 average.

● ● ● In the five depression years—1930 to 1934—the total national income produced was \$251,496,000,000, according to estimates of the Department of Commerce, and total national income paid out was \$278,127,000,000. The difference, representing a loss to business and government, is as follows, in millions:

	Income Produced	Income Paid Out	Savings or Loss
1929 .....	\$81,034	\$78,632	plus \$2,402
1930 .....	67,917	72,932	minus 5,015
1931 .....	53,584	61,704	" 8,120
1932 .....	39,545	48,362	" 8,817
1933 .....	41,889	44,940	" 3,051
1934 .....	48,561	50,189	" 1,628

● ● ● The Associated Grocery Manufacturers of America, at their recent convention, passed a resolution asking for certain amendments in Section 2 of the Clayton Act, which would help to do away with some of the practices exposed in SM's famous Pink Sheet on A. & P. allowances and brokerage payments. Among the points covered: (1) Running unfair price discrimination against the buyer as well as the seller; (2) prohibition of unfair price cutting in resale as well as unfair price discrimination in purchase; (3) tightened quantity price exemption in order expressly to exclude a false quantity price; (4) definition as an indirect price discrimination of the practice of brokerage diversion to a trade buyer, and also the practice of a special payment to a trade buyer for a distribution service, unless made upon a duly written contract and an earned and reasonable payment basis.

● ● ● The change in automobile show dates was probably the chief factor in the General Motors sales increase of 199% for the month of November.

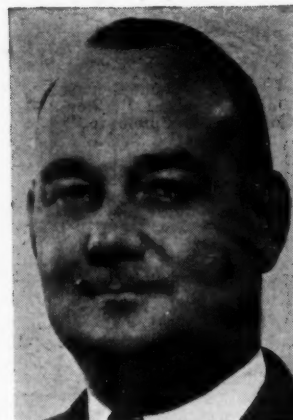




*Harnischfeger's Sanford*



*Reo's Boutelle*



*GE's Crawford*

Wood Sanford becomes ad and sales promotion manager of Harnischfeger Corporation, Milwaukee, for its line of excavators, cranes, hoists, motors, brewery equipment, etc. He was with Sullivan Machinery Company, Chicago, for more than ten years. Charles E. Boutelle is made supervisor of sales for Reo Motors, Lansing. Having been with Reo for five years in various sales jobs, he knows the organization well. James H. Crawford has just been appointed manager in charge of electrical building construction material sales of the General Electric Company's appliance and merchandise department. His headquarters will be in Bridgeport, Connecticut.

## Men, Not Things, Dominate This Fortnight's Marketing News



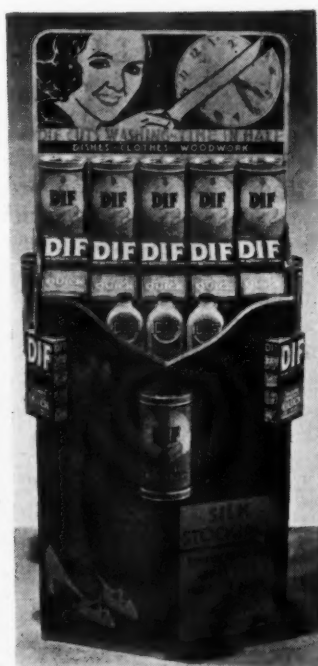
*Photos by Ben Pinchot, N. Y.*

**Food Men:** (Left) James Ingram, at the left, will become associate merchandising manager of all General Foods cereals. Joining the Postum Company, from which grew the present GF, in 1925, he has worked up through salesman, assistant to the v-p, and district sales manager. Just this side of him is Howard O. Frye, who has been elected v-p and g.m. of Walter Baker & Company, another GF subsidiary. He has been with Baker since 1927. Before that was with American Woolen and A & P.

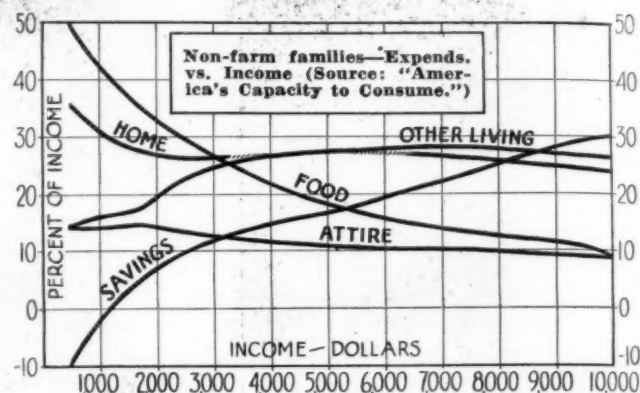
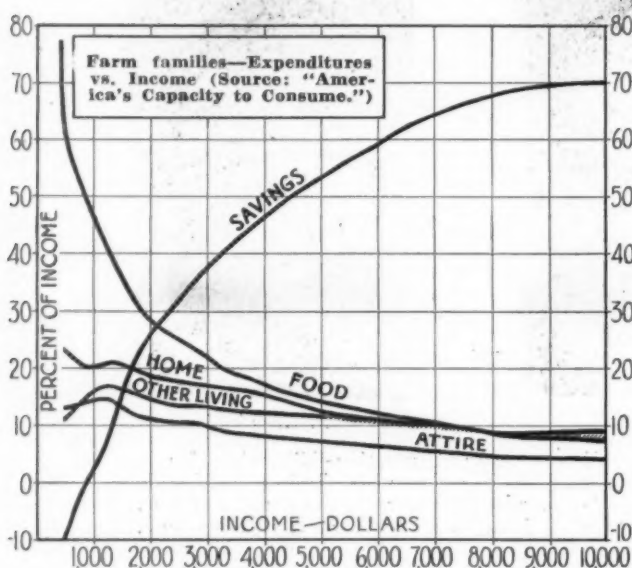


**Alger Hero:** (Above) Twenty-six years ago John H. Ballard started as office boy for the Bulova Watch Company. It was his first job and he has never had another. Now he is elected president of the firm. Another Brooklyn boy makes good.

**Stoppers:** Any woman, and most men, would pause before these full-color, big-as-life pictures of the most famous babies in the world. The card is one of a series of counter and window displays executed for Rexall (United Drug) Firstaid products by Forbes Lithograph Mfg. Company, Boston. Posters and cards of all sizes in the series are lithographed in eight colors.



**All Together:** DIF cleaner, hand cleaner and metal polish are grouped conveniently in this floor display by Robert Gair for the DIF Corporation, Garwood, New Jersey. In addition, a premium offer is given a "headline" position. By placing all the DIF products together, one helps sell the others.



These charts show where the dollars go. Farm incomes include computed value of house rent and value of food and fuel produced on farm. Let us compare farm and city families with \$2,000-\$2,500 incomes: The farm family spends 56.5% for food, clothing and shelter; the city family, 70.8%. The farm family spends 13.9% for other living expenses; the city family 21.1%. The farm family would SAVE 29.6%, the city family 8.1%. Question: Would the farm family WANT to save that much if manufacturers did a bigger, better job of creating desires for a more abundant farm-family living?

All charts except those above were prepared by the Department of Agriculture.

# The Farmer's Income—and What He Does With It

How a City Dweller Must Have a \$1,600 Income to Have the Same Standard of Living as a Farmer With \$1,000; Why Farmers Save More Than Twice as Much as City Men With the Same Income—and Other Basic Facts About a Business Man Now More Successful and Capable Than Most Manufacturers.

**T**HE farmers' cash income for the full year 1935, according to preliminary estimates of the Bureau of Agricultural Economics, will approximate \$6,800,000,000. Last year it was 6.3 billions; in 1933 only 5.4 billions; in 1932 it hit the low of 4.4 billions. More than a 50% increase in three years!

Not only is the farmer's cash income going up, but his *effective purchasing power* is increasing even more rapidly because the ratio of prices he receives to prices he pays for manufactured goods and other commodities is at the highest level in more than five years. He receives 109% of the pre-war average for the things he sells and pays 123% of the pre-war level for the things he buys. The resulting spread is the lowest since 1930. (See chart.) The Government expects no significant changes during the next six months in the prices of goods for farm family maintenance.

So the farmer has greater cash in-

BY  
PHILIP SALISBURY

Executive Editor,  
SALES MANAGEMENT

come and an accelerated purchasing power. How much does he have left after taking care of basic necessities, what are his costs of doing business, how does his income—his *real income*—compare with city workers', when are the best months to conduct intensive sales and advertising campaigns in the farm sections? These are some of the questions which the writer has been studying with the cooperation of several experts in the Department of Agriculture and other Government departments.

In the first place, let's stop thinking of the farmer as a "hick." He's a business man like the rest of us—and incidentally he is a better business man than the average run of manufacturers,

as will be shown in the following paragraph in which we analyze his invested capital and set that down beside his earnings. As a business man he owns and operates plant and equipment, buys raw materials and with the aid of soil and sun converts them into finished or semi-finished products. His job calls for anticipating future demand and future prices to the same extent as that of a manufacturer.

He—speaking of farmers collectively—had as of the end of 1934 a capital investment of \$27,787,000,000 and an indebtedness of \$6,950,000,000, or a net equity investment of slightly over 20 billion dollars. Last year he had an income of 3.468 billion dollars left after deducting current farm operating costs, depreciation of buildings and equipment, wages of the farm help, interest, taxes, and rent to non-farmer landlords.

That works out to a return of 17.3% on his equity investment. Not bad for a hick!

However, that doesn't take into consideration the value of the farmer's own labor and that of other members of his family. The Department of Agriculture (Crops and Markets: July, 1935) estimated the value of wages for the farm operators and unpaid family labor at 2.586 billion dollars. That left him \$882,000,000 as a return on invested capital. The value of wages was based on computations at a wage level equal to hired labor with-



out board, and family labor at 22% additional to the farmer's own labor, and figures out to approximately \$400 per farmer. Now we are in a position to compare the manufacturer and the farmer as business men:

from the regional corporations declined after 1933, and repayments have increased steadily since that time.

The Farm Credit Administration announced the first of the month that interest collected in October on Fed-

MANUFACTURERS: Reports for the year 1934 for 1,935 companies, analyzed by the National City Bank of New York.....

FARMERS: Net after all deductions.

Net income	Invested Capital	Percent Return
\$1,732,572,000	\$48,571,759,000	3.6
882,000,000	20,129,000,000	4.4

For the year 1934, at least, the farmer was 22.2% more successful as a business man than the manufacturer (3.6 vs. 4.4). The farm return (see page 712) was the highest since 1925, but this is due in part to the lowered values of farm properties. The average farmer isn't living on Easy Street.

The farmer is rapidly getting out of any abnormal debts he was forced to contract during the depression. A fortnight ago it was announced that liquidation of the 12 government-owned Regional Agricultural Credit Corporations had proceeded to the point at which less than \$48,000,000 now remains of total loans of \$304,000,000. The use of emergency credit

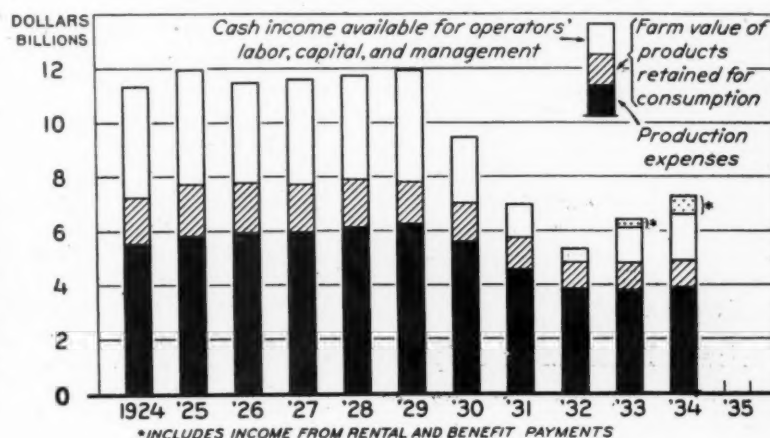
eral Land Bank loans totaled \$5,830,000, compared with \$5,611,000 of interest that matured in that month. In other words, the farmers are not only paying back interest money as currently due, but are catching up on any delinquent instalments and, in some cases, are anticipating future payments. In the St. Paul district, for

example, including Michigan, Wisconsin, Minnesota and North Dakota, interest payments in October were 125% of maturities in that month.

For the 11 years, 1924 to 1934 inclusive, farmers averaged 8 billion dollars in cash income from farm operations, and 3.8 billions in cash after paying all operating costs. This means that the average farm family during those years (there are approximately 6,600,000 farm families) had a gross cash income of \$1,212, and a net cash income of \$572—both figures being the results from farm operations. But to stop at that latter figure, and not consider other cash income and the value of goods and services furnished by the farm, would give a cockeyed picture of the farm family as a customer for manufactured goods.

Income available to the farm family in any year depends largely upon gross income from farm production.

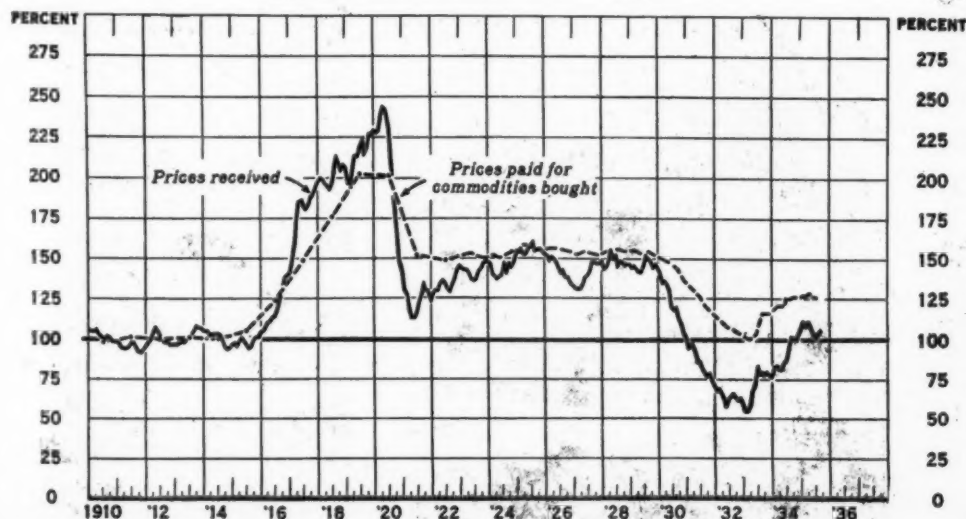
## Distribution of Gross Income from Farm Production, 1924 to Date



In periods of "better days" for farmers their cash income increases more rapidly than their expenditures for production. The trend since 1932 has been favorable to the farmer. His increased cash income is accompanied by increased purchases of clothing, furniture, automobiles, recreation and other comforts and luxuries. His spendings for these things might be even greater if manufacturers cultivated him as intensively and assiduously as city workers are wooed.

## Prices Received and Paid by Farmers 1910 to Date

(Index numbers: 1910-1914=100)



However, from this gross income, production expenses must be deducted, leaving for the farm family: (1) Income "in kind" derived from products retained for home use, and (2) cash income available as a return for the family's labor, capital, and management. Not all of this cash income available to the family can be used for living ex-  
(Continued on page 710)

The worst period for the farmer was 1932-1933. Not only were his cash receipts at a record low, but the spread between prices he received and prices of the things he had to buy was abnormally great. Now the ratio is only 13% from equality, and his real income or effective purchasing power has improved even more than his cash income.



# \$146,000,000 Florida Canal May Alter Southern Markets

ONE of these days you may have a branch plant or a district sales office at Yankeetown, Florida.

Yankeetown would be the western terminus of a 200-mile ocean-level Cross-Florida Ship Canal, on the construction of which in the next four to six years the United States Government is expected to spend \$146,000,000.

Already the Government has spent \$5,000,000 and has put 5,000 men to work on it. Many carloads of heavy machinery have been brought in. Much of the timber on the route has been cleared. The five counties through which the canal would go have passed a bond issue of \$1,500,000 for overpasses and rights of way.

Southern counties, and cities further down both coasts, such as Miami on the east and Tampa on the west, continue to protest. If completed, the canal would turn the lower two-thirds of the State into an island. It would divert traffic between United States and Mexican Gulf ports and North Atlantic and European ports. It would mean loss of trade for further-down Florida ports.

## Fewer Miles, More Ships

Proponents of the canal say, on their part, that it would shorten the distance and the time for virtually all vessels which now go around Florida. They say that insurance costs on these vessels could be lowered because they would have neither the Florida keys nor the Caribbean hurricanes to risk. Northbound vessels could make a bit faster time because off Jacksonville, eastern terminus of the canal, they would run directly into the Gulf Stream which follows the coast northward.

About half the route of the canal would be three rivers. For 50 miles south of Jacksonville, almost parallel with the Atlantic, it would follow the wide St. Johns. Swinging eastward it would pick up the Oklawaha and then the Withlacoochee. The canal would be at least 30 feet deep. The deepest cut to maintain the ocean level would be 141 feet. There would be no locks. Passage from end to end would require about one full day.

Jacksonville, a city of 130,000, and

BY

LAWRENCE M.  
HUGHES

a railroad center, has taken the proposed canal with equanimity. Yankeetown (pop. 600), however, is quite feverish. Major canals, point out the Yankeetonians, have a way of creating important cities at both ends. Witness Colon and Panama on the Panama canal and Port Said and Suez on the Suez.

You may never have heard of Yankeetown. One reason may be that, until a few months ago, it was known as Port Inglis. If you know your Western Florida, you may get an idea of its location if we tell you it is about 70 miles north of Tampa, about 109 miles southwest of Jacksonville (but 200 by canal), and 130 southeast of Tallahassee, the State capital. It is, incidentally, about 35 miles south of the Suwannee river.

We had never heard of it either, until the other day. But we claim some minor share in its discovery. Because the potential expenditure of \$146,000,000 for a variety of materials and equipment represents in itself a large market, and because this

canal might do a lot to alter the marketing map, it seemed to be important.

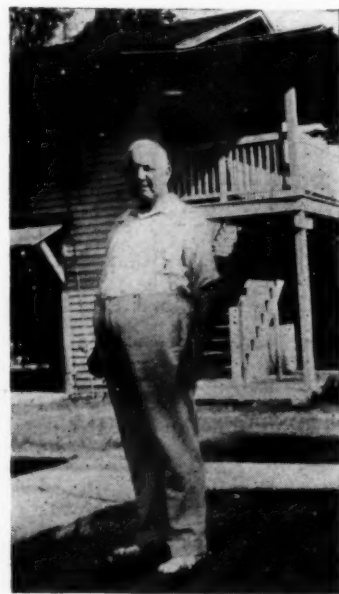
A friend, a young man named M. E. Thayer, has pioneering blood in him. Born in Vale, Oregon, he worked on newspapers in Los Angeles, New York, and way points, and sold things between times, criss-crossing back and forth over the country.

In recent months he has been saying he would like to get a small town newspaper, take root and grow with the town. We agreed with him in principle, but suggested that what would really fit him would be a brand new small town—one of those places serving some new Federal development which are rapidly growing big and cosmopolitan. We thought of Boulder City, Arizona. He took us seriously, but not with regard to Boulder City.

Shortly afterward he asked us what we knew about the proposed Florida canal. We know nothing. Then the other day he phoned to say that he had been down to Florida and had become a newspaper publisher. He came over to tell us about it.

It seems that when Mr. Thayer and his 1928 Buick reached Jacksonville he learned that the other terminus was called Yankeetown. He hurried south-east. The first thing he saw when he

The Izaak Walton Lodge where visitors to Yankeetown put up. There have been more of the latter recently and the number is bound to rise, for the rumble of an approaching boom is just over the horizon.



Judge A. F. Knotts, "Father of the Cross-Florida Canal."

SALES MANAGEMENT

registered at the Izaak Walton Lodge at his destination was a newspaper. It was a new newspaper. Vol. 1, No. 1 showed quite clearly on the front of it. It was called the Yankeetown News. Someone had beaten him to Yankeetown by a couple of weeks.

He found the office of the paper and met the owner, C. M. Freeman. Mr. Freeman, a former Associated Press man and recently a publisher at Lakeland, Florida, had invested \$500 in the enterprise. Thayer wrote out a check for \$250 and became a partner. The News is a monthly now. It will probably be a weekly after January 1.

Then the partners went together to see Judge A. F. Knotts and E. E. Callaway. Judge Knotts owns 25,000 acres there, including Yankeetown. He has been called the father of the ship canal project. Eighty years old now, he has been advocating the canal for 16 years. Thirty years ago he was called in by Judge Elbert Gary to select the site and supervise the building of United States Steel Corporation's city of Gary, Indiana. He was previously a lawyer in Chicago.

Mr. Callaway is his principal associate.

### Yankeetown Boom Starts

Yankeetown is not impressive, industrially, yet. The population of 600 is about 50% "crackers" or squatters. These live in a separate section. The town, it was said, is quite modern. The homes have electricity and water and are now getting phones. Septic tanks have replaced privies. A \$65,000 school is being built. Despite these advantages you can still rent a good house for \$11 a month.

Principal natural resources are limestone, fisheries (oysters and sponges and lively fish) and turpentine. The land is heavily wooded. There is said to be enough limestone about to build a city the size of Atlanta (pop. 300,000). Judge Knotts is now letting contracts for \$60,000 of building, and one real estate man has taken over 14,000 acres.

Judge Knotts and his associates are now planning, with the best talent they can procure, "The Ideal City," tailored to meet the social, industrial and financial problems of today—and tomorrow. To preclude future political graft they are donating to the public, now, all the ground they think the Yankeetown to come will need for civic (including religious and educational) purposes. They see it as a Mecca for many an enterprising man—for all, in fact, except gamblers and racketeers. These, they say, "are not wanted and will not be tolerated."

The little town needs banks and

other services to take care of its development. Judge Knotts is inviting them, tax free. Business sites will be given to responsible people. The nearest railroad serves Dunellon, 17 miles away. There is also bus service from Jacksonville to Dunellon.

Work on the Cross-Florida Canal started in October. It has been chiefly on the western end, between Ocala and Dunellon. Yankeetown has felt the breath of boom in its nostrils and is all aquiver with activity and anticipation. Yankeetonians still hunt for bear and deer and ducks and wild hogs and turtles. They still fish lazily

in the Southern sun. But the sound of hammers at home, and distantly (although, in fact, you can hardly hear it at Yankeetown yet), the sound of heavy excavating machinery being unloaded at Ocala and getting down to business, the arrival of strangers at the Izaak Walton Lodge, have brought to the long-discussed canal a semblance of reality.

Yankeetown is going places. You hear that it may become a Gulf naval base. And before many years have passed a new Southern shipping and marketing center may have been built out of the virgin limestone.

## "Sudden Death" Campaigns Help to Make U. S. Safe for Motorists

"...AND SUDDEN DEATH," an article by J. C. Furnas in the *Reader's Digest* of last August, has done something to change the ways of advertisers, reporters, judges—and motorists.

It has brought, for example, greater attention to horrific detail in newspaper stories of automobile accidents.

Instead of fines, judges in traffic courts have made the Furnas description of the reasons why 36,000 die and nearly 1,000,000 are injured in automobile accidents in this country annually, compulsory reading for reckless and drunken drivers. In some instances judges have sent offenders into the hospitals and morgues for close-up views of the results of carelessness.

And organizations in a variety of fields have placed more than 9,000 orders for a total of 3,150,000 reprints of this article. Some of these organizations have started or revived safety campaigns. Whether or not it was a direct factor, automobile companies in introducing their 1936 cars in recent weeks have subordinated speed and power to safety. General Motors, for one, has run an entire institutional campaign on this theme. A group of six tire chain companies in a cooperative advertising program in newspapers has mentioned "...And Sudden Death."

The *Reader's Digest*, published by the Reader's Digest Association at Pleasantville, Westchester County, New York, has been throughout its 13½ years a pleasant little paper. In addition to digesting monthly a variety of "articles of lasting interest" from a variety of publications, it has for several years published specially-writ-

ten articles. These were intended by its dozen editors, headed by De Witt Wallace, to fill whatever gaps in the monthly intellectual scheme the "regular" magazines and newspapers may have left. The *Digest*, incidentally is not an advertising medium. Its 130 or more pages are solid "reading matter." One of its distinctions is that it is "the only national magazine published also in a special Braille edition for blind readers."

The "special articles" have helped add readers. Almost all of them have had a "purpose." Shocked by the tremendous automotive casualties in this country, Editor Wallace commissioned J. C. Furnas to tell this story.

When the article appeared the editors sent a digest of it to newspapers. The newspapers printed it. Indeed, some of them bannered it and showed it dramatically in cartoons. Requests for reprints started to pour in.

As Kenneth W. Payne, managing editor of the *Reader's Digest*, told SM, "the article has appeared in more than 2,000 publications, chiefly newspapers. A considerable number of radio stations have broadcast it." Phonograph records have been made of it. It has appeared in the "March of Time."

Special rates, at what was said to have been a slight loss to the association, were made for reprints and the position of "reprint editor" created.

The group of organizations which have bought the largest number of reprints—1,070,183 at last count—were insurance companies. Most of them were accident companies. They ranged from General Casualty in Montreal and American Surety in New York to the Northwestern Mutual Association in Seattle, Pacific Employers Insurance Company, Los Angeles, and Home In-

(Continued on page 723)



# Marketing Flashes

[New Products—New Jobs—Sales Strategy—Promotions]  
—Dog Food Maker Tries Hash for Humans

## Beware of the Dog

Chappel Bros., Rockford, Illinois, is one of the largest, oldest and most reputable packers of dog food. Its "Ken-L-Ration," originally a horse meat product, was a leader and thus was a target for rival canine foods. The latter sniped at Chappel's with the slogan "No horse meat used. Fit for human consumption."

Then, some two years ago, Uncle Sam killed a million or so cattle and asked Chappel Bros. to help in packing them for the unemployed. The company installed new equipment, and went into beef packing under strict government supervision. About this time it added a beef dog food to its line.

Finding beef products packing remunerative, Chappel decided to continue and expand. It was simple enough for another packer to go into the dog food business, but it was something else again for a dog food maker to enter the human food field. Would the very name Chappel on cans of beef for the dinner table damn them in the consumer's opinion?

After prolonged cogitation the name "Modern Foods" was decided on, and four kinds of ready-prepared hashes and mixtures were marketed under that name. Competitors rustled around to see who was behind the newcomers. Every Chappel can bears the code marking "Estab. E-67." That was the tip-off to the trade, though it meant nothing to consumers. The trade got busy on a whispering campaign.

With rumors buzz-buzzing, Rockford bought Modern Foods products. Rockfordians know Chappel Bros. and had tried their other beef products for human consumption. Chicago, where the next merchandising was done, was not so familiar with the firm's reputation. Detroit, next on the schedule, knows Chappel as a dog food packer.

J. Horace Lytle, of Dayton, Ohio, who has been the agent handling Chappel dog foods, is looking out for the Modern Foods advertising. Rogers & Smith, Chicago, are working on a radio campaign for Modern. National distribution is in the offing.

Agencies and company executives, however, are frankly puzzled as to their future course. Should they strip off the disguise of Modern Foods and stamp the cans with the honorable name Chappel? Would that be barking up the wrong tree; would it drive

away the public which considers Ken-L-Ration all right for Rover, but would shudder at a product by the same maker for the family menu?

Whatever decision is reached, competitors are on the alert. Either way there's sure to be a lot of horsing around.

## Two for One

R. C. McAteer Company, Pittsburgh, maker of Swansdown food tints, is going to help grocers sell more eggs at Easter. With an egg carton that also holds a package of its egg tint, the company hopes to double retailers' sales. Six edible colors and a dozen eggs are priced to conform with the dealer's local market. Top of the colored decorated carton folds back displaying the contents to Easter shoppers. Smith, Hoffman & Smith, Pittsburgh, are handling the advertising.

## Knox Jell

Knox gelatine has in the past tootled some loud Bronx cheers at the "factory flavor" of its rivals Jell-O and Royal gelatin. This synthetic seasoning, argued Knox, could not compare with its own plain "sparkling gelatine" to which the housewife added natural fruits and vegetables.

With the introduction of "fruit-sealed flavor in the new Knox Jell" the soft pedal will probably go on all talk of chemicals and such-like snorts. The new product was first tried out in a sampling campaign in Philadelphia and Camden, where Knox has a big plant, and met with favorable response. It has been extended to other cities (Milwaukee, Washington, Baltimore, Buffalo) where local conditions and the Knox distributing machine promised success. To date the Jell is not sold throughout the country, though it is working toward that goal. Advertising is confined to newspapers.

While new to consumers, Knox has

been marketing Jell in bulk to hospitals, restaurants, etc., for several years. Federal Advertising Agency, in charge, declares Jell by no means replaces the older plain gelatine. "Some people, however, prefer the speed and convenience of gelatine with the flavor already in it. In Knox Jell they get the true flavor of pure fruit."

## Neither Snow Nor Rain . . .

Time was when Winter's slush, ice, and stinging rainstorms kept most automobiles snugly inactive in the garage. Better motors, improved heaters, and easier-starting gasolines have junked the custom of putting the car into Winter hibernation. American Petroleum Institute says that autos are driven practically the year 'round by almost everybody. It cites gas consumption figures in support. Taking New York state as representative, the Institute uses the year's consumption as 100%. During January the portion consumed was 6.9%; February, 5.6; March, 6.8; April, 7.7; May, 9.2; June, 9.5; July, 9.9; August, 10.2; September, 9.2; October, 8.7; November, 8.2, and December, 8.1.

In California and other warmer states the variation from month to month is even less. Last year all 48 states burned up 16,595,180,000 gallons of gas. Looks like the horseless carriage is something more than a fad.

## Coming and Going

Shifting tides of the sales world reveal these changes:

Melvin D. Miller, formerly s.m. of Remington-Rand, Kansas City, is made general s.m. of American Airlines' re-named sales division. It was formerly called the traffic division. President C. R. Smith says the new title is more fitting. . . . E. B. Fosskett, of Badger & Browning, Boston ad agency, joins the sales promotion department of the Royal Worcester Corset Company ("Bon Ton"), Worcester, Massachusetts. . . . J. Fred Stephens, ad and sales promotion mgr. of the Apex-Rotarex Manufacturing Company, Oakland, California, has been jumped to national s.p.m. of the parent organization, Apex Electrical, of Cleveland.



The labels are colorful, attractive—but rivals whisper

SALES MANAGEMENT



Under his direction Apex sales in the West climbed 50% over last year. . . . G. E. Gaddis, credit manager of American Can for many years, has been transferred to the sales department with the title of Special Representative. Into his shoes steps E. V. Evans, formerly assistant credit manager. Both will have New York as their headquarters.

### "Buy, Burn, Boost"

What cotton and tobacco are to the South, anthracite coal is to Northeastern Pennsylvania. Therefore the Woodlawn Farm Dairy, of Wilkes-Barre, Nanticoke and Pittston, gains tons of good will by printing on its milk bottles the slogan: "Buy, burn, boost anthracite coal."

"The entire coal mining region . . . is heartily applauding this ingenious idea of having 144,000 'bottle messengers' daily promoting the industry that means so much to the welfare of every home, every business and every institution in the Lackawanna and Wyoming valleys," says Woodlawn in newspaper space in its home communities. Milk and coal's tie-up should stimulate shoveling and sipping.

### Seven Wonders

Associated Wool Industries unreels an educational talking film titled "Seven Wonders of Wool." The picture is designed "to be of practical value for sales training purposes and portrays those qualities of wool which are important to sales personnel in selling and to customers in buying wool merchandise."

A. W. I. has arranged with Western Union to provide equipment in over 2,000 towns for local showings. Women's clubs, home economics, clothing and textile groups will also view the film.

### Almanac: Modern Style

Thousands of country folks of the bustle and burnside era pored over medical almanacs with such titles as "Doc Hemstetter's Resurrection Bitters Family Almanac." Doc, and his fellow diagnosticians, told when the moon rose, the symptoms of tetter, gallstones, epizootic, palpitation of the clavichord (all cured by Resurrection Bitters), when to plant crops and the population of principal cities. Now, in the Cellophane and streamline epoch, E. R. Squibb & Sons gets out another medical guidebook.

Naturally, neither Squibb nor agents Geyer, Cornell & Newell call it an almanac or anything similar. "Squibb Handbook of the Medicine Cabinet" is the designation. First off it lists

(Continued on page 726)

DECEMBER 15, 1935

# The Scratch-Pad

Go to the political cartoonist, thou visualizer, for basic ideas expressed so simply that any dumb cluck can get them at a glance.

Japan reminds me of a poor bride. She's getting her China a little at a time.

When the talk turns to reciprocal tariffs, I find it difficult to think of Canada as a foreign country. Don't you?

Wonder who—if anybody—is ghosting for Herbert Hoover? His latest copy has a fine filip noticeably lacking in his earlier stuff.

And when the Democratic New York Times makes a front-page story of a Hoover speech, reprinting it verbatim on an inside page, with the wisecracks boxed off, I don't know what the country is coming to.

Farmer's letter to Secretary Wallace: "Dear Santa Claus, etc., etc."

Some athletic underwear looks as though it were cut to fit The Iron Fireman.

Here's a sport model you didn't see at the national shows. It's a puff I dug out of the (believe it or not) December, 1885, issue of *Peterson's Magazine*: "Never buy a buggy until you have seen or ridden in a Dexter Queen. Our attention has been called to the Dexter Queen Buggy, which is claimed to be the easiest-riding vehicle known. Invalids, or those who spend much time in a buggy, should, by all means, use the Dexter. Send to Dexter Spring Co., Hulton, Pa., for circulars and the names of carriage-makers near you who build Dexters."

Incidentally, *Peterson's* was set in 6-point leaded. Try that on your oil lamps!

With the new interest in safe-driving campaigns, Kaufmann-Eabry, Chicago photographers, have produced a stopper. Black-robed Death points a bony finger at a speedometer registering 40 m.p.h. At the right of this is an overturned car with the occupants realistically smeared around the landscape. The caption: "Death Begins at Forty."

Slogan for a furniture polish: "Try this on your piano."

Speaking of slogans, I don't suppose Edsel Ford would ever countenance: "Blow yourself to a Zephyr."

Gimbels (Philadelphia) has been packing 'em in with a convincing reproduction of Barnum's American Museum, and with paid admissions. They're all there; in life-size papier-maché, operated by clockwork and accompanied by excellent sound effects. Jo-Jo, the dog-faced boy. The horse with his tail where his head ought to be. Mr. and Mrs. Tom Thumb. Even Jenny Lind sings. The Cardiff Giant, however, maintains a stony silence in his upright sarcophagus. Barnum's famous exit-sign clears the place: "To the Egress."

Never have I had pleasanter business relations with any concern than with the Schick Dry Shaver people of Stamford, Connecticut. They have ploughed back a good share of their profit trying to meet the particular requirements of my steel wool beard. But they have made a satisfied customer, and that's important in any business.

Santa Claus is a grand guy, but Marlene Dietrich fills a mean Christmas stocking herself.

If it's of any interest to my old friends, the Cycle Trades of America, I'm in the market for a bicycle—possibly a tandem—just as soon as somebody does something about restoring the bicycle paths of yore. I don't feel safe on the things this side of Bermuda or Amsterdam. With all the Public Works money floating about, I should think a little might be set aside for bicycle paths.

The way Mussolini heard it was: "Aut Seizure aut nihil."

Makers of glassware and china should remember America's servants at vespers. The bull in a china shop has nothing on the average maid when it comes to breakage.

A two-page spread in color for U. S. Steel sounds like the good old days of plenty, sure enough. Let's go, America! In a couple of weeks, it will be 1936, with a clean slate and a clear track.

A good deal of badinage is sheer waste. They were digging up a public square in one of our larger cities. "Going to have some trench warfare?" I asked a policeman, pleasantly, I thought. "No," he said. "They're going to lay some pipes." Skip it, Officer.

At the last minute, a deep chest cold kept me from the Army and Navy game. But I didn't want to die, even for my country.

Remind me to wish you a Merry Christmas, from the bottom of my heart—and column.



T. Harry Thompson

T. Harry Thompson



Soon these China Clippers will be taking passengers away from Pacific steamships—just as the domestic planes have made heavy inroads on railroad travel. Keystone

# Planes vs. Trains—

## A Survey of the Likes and Dislikes of Air Passengers

**A** SURVEY made during Thanksgiving week among American Airlines passengers at ticket offices and flying fields in New York and Chicago indicates that more than a third of today's flying passengers are so highly air-minded that they travel 100% by air on trips of any considerable distance, that the average trip is 560 miles, that lower fares and greater reliability in all types of weather are the improvements wanted most, that only materially faster schedules will enable the railroads to recapture any considerable number of the passengers they have lost to airlines, and that the recently proposed \$500 air mileage books are too high priced to attract many passengers.

These are some of the stand-out impressions from the 16th survey made for SALES MANAGEMENT by the Market Research Corporation of America. Through the cooperation of American Airlines officials, investigators were permitted to interview passengers in the two cities. Complete interviews embodying 13 questions were secured with 135 passengers, of whom 104 were men, 29 women. Middle- and over-middle-aged people were in the majority. Sixty per cent were over forty. Business men, particularly sales executives, outranked all other types of passengers by a wide margin.

Thirty-three passengers from Chicago were starting on trips totaling 17,601 miles, or an average of 533

miles. Four out of every 10 passengers were headed for Eastern cities, an equal number to Detroit.

The 102 passengers in New York were commencing trips averaging 564 miles; 18 were going to Boston, 17 to Detroit, 15 to Buffalo, 14 to Chicago, 8 to Memphis, 4 each to Cleveland, Cincinnati and Nashville.

The 135 passengers were rated by the Market Research Corporation of America as follows:

49, or 36.3%, are highly air-minded and do all of their traveling by air when possible.

35, or 25.9%, are enthusiastic, with reservations. They use planes and trains interchangeably.

35, or 25.9%, fly by necessity. They are favorable but not enthusiastic.

16, or 11.9%, are "first-flight" passengers.

### Frequency of Trips

In answer to the question, "How often do you take a trip of this length?" the travelers made a composite answer of 13.2 trips a year.

For trips of that length (the average was 560 miles) air is used 65% of the time, railroads 29%, other means 6%. These percentages, remember, apply to people who were at the time making a trip by air. A survey made in New York's Grand Central or Pennsylvania station would, of course, show greatly different percentages.

### How Much Air Travel?

The MRCA investigators asked, "What proportion of *all* your travel is by air?" The answers indicate that more than 60% of the air passengers make from half to all of their trips by air:

Percent by air	Percent of passengers
100 .....	28.1
75-99 .....	14.1
50-74 .....	22.2
25-49 .....	5.2
Under 25 .....	30.4

### How Long by Air?

Question: "How long have you been traveling by air?"

Answers:

Under 1 year .....	17.1%
1 to 2 years .....	6.7
2 to 3 years .....	5.9
3 to 5 years .....	33.3
5 years and over .....	37.0

These answers would seem to indicate that the airlines are very greatly dependent for their patronage on people who have flown for three years or more, for 70% of their passengers fall into this classification. Since flying as a whole is relatively new it would seem that a much higher percentage of today's passengers would be made up of those who became air passengers recently. Perhaps more promotion is needed by the air transportation companies.



This is the sixteenth of a series of surveys made exclusively for Sales Management by the Market Research Corporation of America, under the direction of Percival White and Pauline Arnold. Interpretive comments by Philip Salisbury, executive editor.



Wide World

More than a third of today's flying passengers are so highly air-minded that they make all of their long trips by air. Sales executives are the leading patrons of the transport companies.

### Air Travel—More or Less Than in 1933?

Travelers were asked, "Do you travel by air as much—proportionate to your total travel—as you did two years ago? Give reasons." The answers, taken in combination with the immediately preceding question, indicate that the great advances in the volume of air travel this year are attributable more to increased flying on the part of old air travelers than to a new crop. The answers: Less, 8.9%; More, 60.7%; Same, 30.4%. The reasons given were varied. Those who said "more" or "the same" offered these principal reasons:

Saves time .....	51
Saves time and money .....	6
Enjoy flying .....	14
Greater comfort .....	12
Greater confidence in planes .....	5
Prefer train but plane saves time....	4
Cleaner .....	4
Better service.....	3
Fly regularly—no reason given.....	12

The few who said they were using the planes less, offered these reasons: Railroad service improved, railroads air-conditioned, fear of accidents, trips too short to warrant plane, have to carry too much baggage for plane, novelty has worn off, inconvenient on itinerary, need for speed decreased, airports too far from business districts.

### Under What Circumstances Is Air Preferred?

The survey indicates clearly that time-saving as a motive far outranks any other. Out of the 135 passengers, 102 mentioned time as a factor; 17 said air travel is more comfortable than any other form of transportation, 19 that it was more enjoyable, 4 that

it was more stimulating, 3 that it was cleaner, 3 that it eliminated the discomfort of Pullmans, 6 that there was an actual money saving, 12 that they preferred it only when weather conditions were good.

### What Would Induce You to Travel More by Air?

Travelers were asked, "What conditions or changes would induce you to swing a larger proportion of your travel to air?" The replies indicate that the airlines would get more passengers if they offered lower fares—better connections with feeder systems—greater reliability in all weathers—airports closer to the center of cities. The major reasons offered were:

Lower fares .....	14
Better connections with feeders .....	11
Airports closer to cities .....	9
Greater reliability .....	8
More need for saving time .....	6
More frequent schedules .....	6
Need for taking longer trips.....	9
Increased confidence in safety .....	4
Better service from airport to city....	3
Availability of short trips on par with train or auto .....	3
More money needed .....	3
More night planes .....	2
Approval of my wife (husband).....	2
Better baggage facilities .....	2
More sleeper sections .....	2

Thirty-four passengers out of the 57 who use planes for three-quarters or more of their travel said that present conditions on the airlines were completely satisfactory. This impression was shared by only two of the 78 who use the air for less than a quarter of their trips.

Among the interesting comments: An Oklahoma business man who flies 30,000 miles a year says that he prefers planes to trains all of the time—but that he doesn't do it for pleasure.

"When I do get a vacation it's a pleasure to stay home." A Detroitter says that he doesn't like to travel. He uses planes because "the less time I can spend traveling the better."

A Cincinnati executive uses a plane between there and New York three times a month and says that he likes plane travel more and more as time goes on, and especially when there's a rush. "And with me there always is," he added. The president of three packing plants located in Albany, Rochester, and Fort Dodge, Iowa, makes the round trip to all of the plants about twice a month. For years he dreaded going up, but now he likes it and flies whenever he can. He can't get to Fort Dodge by plane because no line goes there, and he often takes the train between Rochester and Buffalo because there is hourly service by rail but only one plane a day.

A Chicago sales executive who goes to New York once a week makes 60% of the trips by air but really prefers trains and would use them more often if they were faster. A department store buyer from Memphis was making his first flight. "I'm trying it this time for speed," he said, "and to save money on meals." A New Yorker on the way to Detroit said he liked the trains better than planes, "but this way I have an extra night with my children."

A man on the way from New York to Boston said that he now does all his traveling by air. "Just think," he said, "it's 10 o'clock now and I'll be home for lunch."

Many were the kicks about airports being so far out. A Chicagoan who makes four air trips a year to Detroit, and monthly rail trips to Milwaukee

(Continued on page 714)



# The Ladies: Your Sales Allies or Your Troublesome Enemies?



Part II of an Article  
in Two Parts\*

BY A. R. HAHN

Managing Editor,  
SALES MANAGEMENT

"Direct some of the promotion (and a lot of the prizes) for a sales contest to your salesmen's wives and you'll find them as interested in the daily sales report as you are." That's only one of many ways the companies reporting in this symposium are converting the disgruntled "femmes" into active partners of their salesmen-husbands.

Photo by Ewing Galloway

"O H, Roger! Working again tonight? There's no sense in making a slave of yourself for the company."

"What? You won't be home this week-end? Honestly, George, I might as well not have married you. Those old contests are unfair and you know it. You didn't win in the last one and this one will be just as bad. I'm sick and tired of staying home by myself."

Remarks such as these by salesmen's wives do more to tear down morale and the "will to win" than any sales manager can counteract by months of patient endeavor. A wife, mother or "best girl" makes her influence felt in the sales graphs although she may never go near the office. That influence may be beneficial or detrimental to the salesman in direct proportion to her sympathetic understanding of his work.

Every sales manager would like to have the ladies as his far-from-silent (though perhaps unconscious) partners in the task of bringing in the orders. There is no more potent incentive than the women "whose bright eyes lead us on to fame and fortune." Many companies deliberately cultivate the good will of their salesmen's home folks. SM asked officials of 50 widely varied concerns to explain their tested wife-wooing tactics. The following excerpts are from typical replies.

H. W. Burritt, vice-president in

charge of sales, Kelvinator Corporation, says:

"Behind every program and sales promotion activity arranged by Kelvinator Corporation for its distributors' and dealers' salesmen is the underlying thought that the help of the salesman's wife is a great stimulant to him in his striving for greater sales records. Although at present we do not have any regularly scheduled method of contacting the wives of salesmen in an effort to secure their cooperation in special sales campaigns, we endeavor at all times to reach the women *indirectly* and thereby obtain their cooperation.

"Throughout 1935 Kelvinator conducted various sales contests for the wholesale salesmen of its distributors. Each contest has included the awarding of coupons, redeemable in merchandise prizes, to the wholesale men for sales records set or sales made. The merchandise prizes have been shown in a prize catalog which was sent to each wholesale man at the beginning of the contests.

"A check of the orders sent in by the wholesale men for merchandise appearing in the prize catalog shows that of 213 prizes ordered, 19 of them were for merchandise distinctly for women and 93 of them were articles for the home. That means that in the orders for prize merchandise sent in by the men, the influence of their wives in helping the wholesale men to

win coupons redeemable in prizes which the women wanted is seen in 53% of the orders.

"Kelvinator fosters this cooperation of the wives in abetting their salesmen husbands by calling attention to the prizes for her and for the home which appear in the prize catalogs, by means of letters, announcement folders and in the contest newspapers. It often is suggested to the salesmen in these communications that they take their prize catalog home so that their wives may see the prizes that Kelvinator offers for them and their home.

"Our dealers' salesmen are having a Christmas contest this year in which they are awarded coupons for sales achievement. These coupons are redeemable in prizes from the Kelvinator prize catalog, specially prepared for this contest. It is being suggested to the salesmen that they do their Christmas shopping for themselves and for their families by securing enough coupons as a result of their sales to obtain the gifts they want. The catalog pictures 369 prizes of which 230 are for the home and 18 for women alone. That means that 67% of the prizes in the catalog are those in which the wife is most interested.

"A year ago, in our Christmas con-  
(Continued on page 718)

\*Part I of this article appeared in the December 1 SM.

SALES MANAGEMENT



Photos by Ewing Galloway

Let the spell-binders mount their own rostrums. All their "viewing with alarm" and "pointing with pride" won't sell a single bill of goods for you.

THE president of one of the largest consumer-product companies told us the other day about his reply to an invitation of another executive to join in a political movement. It was an emphatic refusal. He told us why.

"I believe in this cause," he said. "But I'm not going to let my name, nor the name of my company, be tied up with it. We sell our products to Republicans and Democrats, to Socialists and Communists, to Liberty Leaguers and Crusaders, Commonwealth Federationists and Farmer-Laborites, Towsendites, Longites, Coughlinites—to millions of people, of every political color, creed and class.

"I'm not going to jeopardize the good will of many of these people toward us by starting a political fight with them. I'm not going to stick my neck out. I'm in business not to tell people how I think they ought to vote, but to tell them of the brands of products I think they ought to buy.

"Moreover, to participate actively in any political movement—whatever my personal belief in that movement—would simply take valuable time from my job.

"Soak the rich or soak the not-so-rich—pay the soldiers' bonus or don't pay it—lower the tariffs or raise them. . . . After all, there isn't much that I as an individual can do about such issues. There isn't anything that I as a sales executive, trying to focus attention not on my private opinions but on my wares, would want to do."

\* \* \*

1936 will be an "election year." From time immemorial "election years" have been thought of as "off" years for business. "Uncertainty about the future" and such. You have heard it all many times before.

If business in election years is not so good as in non-election years—and we believe that the whole assumption is pretty much a myth—it is

# Sell Products— Not Politics— This Year

BY MICHAEL STEPHENS

probably due to the fact that too many people are attending to politics and not enough are attending to business.

Most salesmen will doubtless be careful not to go about among prospects with a political chip on their shoulder. But to keep out of time-wasting political discussion also is important. Politics *is* bad for business, if you let it take your business time away from you.

Stick to your job in 1936. Don't worry about what politics may do. Business generally is improving. It has been improving consistently for quite a while. Whoever the nominees, whatever the issues, there seems to be plenty of reason to believe that it will continue to improve in 1936.

But business does not improve of itself. It reflects primarily the concentrated thought and effort of executives and salesmen and others to make it improve.

You can help it—and yourself—by keeping politics out of your sales talk.



Reprints of this page are available at three cents each, remittance with order



# Gossard Boosts Sales by Charting Potentials and Progress Toward Them

**U**NIQUE in that it suffered no depression, the foundation garment business is further unusual in that there is never a let-up in shrewd sales management when all goes well. All is never so rosy to the heads of the corset business that it cannot be rosier.

A sales plan put into operation in the Southwest last year for the Gossard Company has given the already flourishing Gossard turnover in "Miss Simplicity" and other figure-beautifiers still another volume increase—principally because it has served as a magnifying glass to clarify the territorial picture for sales representatives.

Using a rating of 1,000% for each territorial division, the Gossard results in five Southwestern states have risen to a rating of 700% perfect in comparison with a rating of 565% a year ago. A vast improvement has been the number of new accounts added. The sales plan, known as the Gold Standard Rating of Territories by Towns, is working completely, according to its originator, W. G. Nelson.

## To Plan Work and Work Plan

"One of our main problems, as it is undoubtedly a problem of all sales managers whose men travel by automobile, was to help our representatives see in an instant at the end of the month just where they were most needed in their territories for the following month," said Mr. Nelson. "Our problem was primarily to help our saleswomen map out their month's work in a manner that would enable them to get the most out of it. Much of the use of a sales representative's time has to be left up to the individual, because a sales manager cannot divine exact road conditions and the hundred-and-one other things involved in travel."

Initially, a year ago, the Gold Standard Rating plan was a map that indicated towns or cities of 1,000 or more population in the five states covered by Gossard's Dallas headquarters. Seven territory boundaries were decided upon, and map pins in five colors classified the varying markets.

Green indicated towns in which no prospects existed for the Gossard line,

Based on an Interview by  
Ann Bradshaw with

**W. G. NELSON**

*Dallas Branch Manager in Charge of  
Five Southwestern States, The  
H. W. Gossard Company*

and were, consequently, not charged against a representative in grading her work.

Red showed that a town had no representation at the time but should have. "There were 21 red pins in one territory a year ago," said Mr. Nelson, "where now there are only two—and no green pins at all. Happily we had but few blue pins even at the outset, for they revealed the spots where we had representation but were getting unsatisfactory volume. This impressed upon us the need for more promotion and education work in these locations."

Silver pins denoted towns where Gossard had representation, where the volume was fair, but not entirely satisfactory. These locations had been getting along comparatively well, but it was possible to butter more bread with some special work.

Then the gold pins, which Mr. Nelson's sales analysis showed to be far in the majority, indicated the brilliant spots where all results were excellent.

## Status at a Glance

The other improvement in Mr. Nelson's sales organization and supervision was the more vital one of using the map story before his eyes each month by transferring it to a visible sales record. All of the map representation was applied on sales cards so that the status of a territory could be ascertained at a glance.

"We put into use a progressive signal showing how much of the required annual volume (a quota we place high) each account had produced up to date," explained Mr. Nelson. "For instance, with ten months of the year gone, the progressive signal should stand at about 83%."

"For the color classifications on the individual cards, we use numerals to

denote the colors—as 1 for gold, 2 for silver and so on.

"Every month we make photostatic copies of these sales cards, which when sent out to the individual representatives enable them to view their progress during the month, and which are invaluable in helping them in laying out their work for the current month. Each saleswoman sees at once where extra effort is needed on her part. She keeps the photostatic copy until the one for the following month is received, and then returns the old one for our files.

"The idea is to give them something visible to analyze and study instead of their sales book. The photostatic copies cost only 35 cents each, and



Manager Nelson . . . gives his saleswomen a visual evaluation of their territory and of their progress in conquering it.

there's no other way we could invest that amount to do so much good.

"We have not only kept these pictorial records before our representatives, but have insisted on their using them. It may not all be due to the adoption of this idea that we have opened 60 new accounts during the past 90 days where we had no representation, but it certainly has helped."

On the actual photostatic copies, the progressive signal is lighter than the rest of the print, and a system of notches in the lighter division indicates at a glance whether a call was made on a foundation garment buyer and whether the call resulted in sales. Ideally, each progressive signal would extend as far from the left to right as the one above it—assuming that the one above was the longest light patch on the print. And, in a case like that, practically every Miss and "Missus" from Pilot Point to Punkin Center would have a nice flat abdomen and practically no hips. They would all be "Sheathed in beauty."

SALES MANAGEMENT





## Open Winters★ Mean Winter Buying

While wintry blasts force the farmers of the North and East indoors, in Oklahoma and North Texas they are in the fields with tractor and plow, repairing fence, laying concrete, rebuilding hen houses and doing scores of other jobs in welcome sunshine.



### HERE IS THE PROOF

#### Average Mean Temperature

	Oklahoma (44-year record)	North Texas (39-year record)
Jan. ....	38.4	36.0
Feb. ....	41.0	38.0
Mar. ....	50.6	47.0
Apr. ....	60.3	56.0
4-mo. ave. ....	47.6	44.5

But best of all, these farmers of the Southwest are not shoveling themselves out of snow banks to get to town. Ice-free roads enable them to use their cars and their trucks every day—and with lighter work around the farm they have more time to shop.

1935 has been good to these farmers. Prices are up materially from the past few years and production increased substantially from the 1934 figure. No time is more favorable for talking to them with Farmer-Stockman advertising.

# *The* **FARMER-STOCKMAN**

OKLAHOMA CITY, OKLAHOMA

*Now more than 225,000 Circulation—Thoroughly covering Oklahoma and N. Texas*

DECEMBER 15, 1935

[693]

# Believe It or Not—the Government Is Now Profit-System-Minded

Washington, December 9.

**P**ROGRESS in place of "Recovery," private works in place of "Public Works," work in place of "Relief"—those are the New Deal trends being pointed up in Washington at the moment. They point to increased sales opportunities.

How closely these trends are followed, and how extensively and successfully, are questions impossible of answer. The reason for this is that there is more than one school of thought in the New Deal, and it is not always possible to say which school will win out on a particular point of policy. Furthermore, not only are all New Dealers not always in accord on how best to obtain the "more abundant life," but not all of them have that as their objective.

Nevertheless, the emphasis now is on "Progress," progress towards new, higher standards of living and without so much thought for "recovering" any certain conditions such as those existing in 1929 or during any other so-called "good old days." And business—regular, orthodox business—now appears to have its rightful place in this scheme of things. This may appear to be a statement of the obvious, but despite denials, skepticism and scoffing there are important and influential elements in the New Deal that are strong for the idea of "Production for Use," and probably will continue in favor of it, although for the present, at least, subdued.

## What to Do About It?

How is this "Progress" to be attained? There appear to be several avenues of approach, all leading to the goal of more of the better things of life for people who now must go without them. But the "home" seems to have been chosen as the starting point. As the prime pump-primer once was "Public Works," now it's "Housing," and it seems now quite likely to be private housing, although with some kind of government help or at least encouragement.

This housing idea is getting a great deal of government thought. No one knows for sure what will come of it, but the results may be startling, even revolutionary. It may easily develop into the greatest industrial and business factor since the automobile.

The idea of the factory-built, pre-

fabricated house is not new. But Washington is giving it new emphasis and increased opportunity to develop. Several of the current housing agencies, particularly those under Resettlement Administrator Rexford G. Tugwell, are flirting with the idea. These experiments may or may not prove successful. There is considerable doubt. But many Washington thinkers contend that eventually, and probably sooner than is generally supposed, the factory-built, mass-production, pre-fabricated home will become a reality.

As Mr. Suburbanite now asks his neighbor, "What make of car are you buying this season?" may he soon be asking: "What make of *home* are you buying this season?" There are some here who believe so. The selling and advertising implications are vast.

But probably more definite and more immediate is the planning now under way for the building, within ten years, of approximately 14,000,000 housing units. The extent to which they are supplied by new methods will materially determine the selling and advertising opportunities that they will offer. But even under the brick-on-brick and board-on-board method, they mean increased business opportunities. And this is a definite, tangible prospect. Legislation along this line is certain of introduction and probable of enactment at the coming session of Congress.

Some estimate that this housing undertaking will mean the thawing out of \$65,000,000,000 in money and credit, and the employment of 4,000,000 workers over the ten-year period.

Washington sees this employment prospect not just as a means of solving unemployment, not just as relief from Relief and Work-Relief, nor even as merely a business stimulus in the ordinary sense, but as a direct means of increasing the standards of living of workers. For workers, they contend, will themselves be producing the things first required in higher standards of living and at wages that will permit them to buy them for their own use, and also to buy the products and services of others at prices that will permit these others to increase their standards of living.

After all, it is realized here, the relief-worker is not a good customer. The regular wage-earner is. About 60% of all articles of household convenience, Washington finds, are purchased by regular wage-earners.

Incidentally, in this connection, there is reason to believe that the Work-Relief program "succeeds as it fails." In other words, as it fails in its ostensible purpose to transfer employables from FERA Relief to PWA Work-Relief at "Security" wages, and puts non-relief workers to work at prevailing wages, it increases its effectiveness as a business stimulant. There is much evidence that this is happening. This means, of course, that the fund will not last so long, but while it does last it provides increased power to purchase the things moving in the current of regular business.

The purchasing power of wage earners will be considerably increased, also, by the increased holiday trade—estimated here at close to \$5,000,000,-



At the Helm: The American Marketing Society, at its recent convention at Atlantic City, elected these men to head the organization. They are, left to right, Dr. Leverett S. Lyon, Brookings Institution, vice-president; Frank R. Coutant, Pedlar & Ryan, president; and John J. Karol, director of research, Columbia Broadcasting System, secretary.



# ARMOUR'S LITTLE PIGS



## GO TO MARKET



## BY BELL SYSTEM



# TELETYPEWRITER SERVICE

BELL SYSTEM teletypewriters connect the Chicago headquarters of Armour and Company with stock-yards, slaughtering, and production plants and district offices in twenty-six cities. Armour units in other cities are connected with headquarters by many different types of wire facilities furnished by the telephone company. This communication hook-up permits Armour to control many far-flung activities almost as if they were under one roof.

Teletypewriter Service handles slaughtering and production reports which are transmitted direct from outlying units to Chicago, these units receiving instructions in return almost instantaneously. Purchasing and production are closely co-ordinated with demand. As a result Armour gets better prices, there is less shrinkage and spoilage, and faster turnover.



District offices in major cities depend upon the teletypewriter and other Bell System facilities to send orders to headquarters, to help maintain adequate stock levels, and to report market conditions by which prices and sales policies are determined.

In cities where no warehouses are maintained, queries and orders are transmitted to the proper plant two or three times a day. Information is flashed back and delivery started quickly. Customer service is comparable to that in branch-house cities.

Because the teletypewriter is fast and flexible . . . because it makes written records of every communication . . . it is as valuable to the small business as to large organizations like Armour. Your local Bell Telephone Company will gladly tell you more about its possible application to *your* business.

000—and the incidental employment of about half a million extra salespeople and handlers. The Postoffice Department foresees the employment by some of its offices of the greatest number of extra workers since 1929.

But, important as the wage-earner is as a sales prospect, there are New Deal thinkers who believe that his number and his importance must be increased, not only for his own good but for the good of agriculture and all other elements in the country's make-up. For in Agriculture, too, we are finding the newly emphasized word "Progress." "Further progress depends," says Secretary Henry A. Wallace, "on the cooperation of non-farm business (with the farm business) in a coordinated effort for general expansion."

Note the use of that word "expansion," for expansion is the order of the day in Agriculture. But it is to be expansion in those things that make for a higher standard of living, things that necessitate increased purchasing power on the part of wage-earners.

#### What "Expansion" Will Mean

No business man needs to be told that the purchasing power of Agriculture has increased. But he may be surprised in being told by Secretary Wallace that the situation in Agriculture requires "an industrial production level at least 10% higher than that of 1929." Consumption of agricultural products has physical limits. Consumption of industrial goods and business and professional services is limited only by purchasing power. So it is obvious that if and when Agriculture is able to sell the other people of the country their maximum requirements of butter and milk and meat of the better kinds, and all those other things that those people must now largely forego, the purchasing power of Agriculture will be very great.

It is to be realized, too, that the farmer is a potential customer for every kind of goods and every kind of service that is required by the urban dweller, and in addition is in the market for many things that the city dweller does not buy. He not only is the greatest potential user of automobiles, but, given the purchasing power, his present trend towards the use of rubber tires on farm machinery will put him in a market class by himself in this respect. The same is true of any number of other products, things that are peculiar to rural living.

Nor is all of this just idle dreaming. The Administration really is doing something about tapping this great agricultural market for business,

even though it may be doing it under the more or less questioned names of "The more abundant life" or "Progress," and the enlightened self-interest of business men will cause them to take advantage of these opportunities.

Not that all things are rosy, from a business man's viewpoint, in this government-blessed trend of business. Not everyone is to be entirely satisfied, even though the present trend goes right up to the ultimate possibility. There will be workers and building contractors who won't like the idea of the factory-built house, just as there were livery stable and ice men who objected to the automobile and the mechanical refrigerator. But the assumption is, of course, that work and business opportunities will, on the whole, be increased by this development as it

was so tremendously by the others.

Then, too, it is to be noted that emphasis is being placed on "higher standard of living" rather than the usual "increased income." This does mean that part of this standard may be attained through individual or community or government effort, rather than through regular business channels. But these things form a small part of the whole. For every unit so provided, many units will be provided in the usual way. For every government or community dollar spent for rural electrification lines and appliances, for instance, there will be demand for many dollars of regular business money. Besides, for the time being at least, the government is business and profit-system minded. *Hauk*

## How Six Firms Woo Jobbers' Salesmen

BY D. G. BAIRD

Wholesalers' representatives, being human, often take the "easiest way" in selling the many lines they carry. And that way may lead from, not to, your products. Here's how a half dozen experienced firms are winning the active good will and the sales support of the men on the firing line.

**H**OW to win and hold the cooperation of the jobbers' salesmen is a perennial problem constantly confronting those who distribute a line through wholesalers. How get them to give your line the proper attention? How to get them to learn and use the excellent selling points which are so obvious to you? Or to carry samples? Or even to meet with your representative and hear what he has to say?

The jobbers' salesmen carry many lines. They can't push them all, so they are likely to follow the "line of least resistance." Then, too, the jobber himself is sometimes interested in long-profit items, quick turnover, and perhaps private brands. And he may object to according privileges to any one manufacturer on the grounds that to do so would be showing favoritism.

A survey of Detroit manufacturers reveals half a dozen or more who are doing constructive work in meeting this problem.

The Commercial Milling Company, which markets an extensive variety of flour under the "Hinkel" brand, is one of these. As W. H. Hagenmeyer,

sales manager, explains:

"We have been studying and experimenting with the problem for years and we are still working on it. We have tried all manner of plans, including contests and bonuses for individual jobbers' salesmen and for all jobbers' salesmen at once. As a result, we have gained considerable experience and have at least formed some opinions.

"One of these opinions is that such promotion effort usually should be applied locally, rather than generally. We have many wholesalers. Some are aggressive and intelligent merchandisers, some are just fair, and others are not so good. Then, too, conditions differ in different cities. It is our custom, therefore, to study individual problems and to apply individual effort, rather than treat all alike and undertake the same methods among all, at the same time.

"There should be some legitimate reason for asking a wholesaler to call a meeting of his salesmen. He can't be calling his men together every time some local representative wants to tell them that they should push his



# Beginning the Subject of That Psychological Change Which Has Already Reached Through to Six Million American Families

The mind of man is a strange thing to conjure with. It can go along for untold centuries without the slightest varying degree of its wants and habits, until suddenly something touches that comparatively small area in the brain called the imagination. And when that is once touched, almost before you realize it a whole new human being has been created.

Those of us who find an interest in the study of groups and peoples have been analyzing these psychological changes in the American people for a number of years. *But what we failed to note was that there was an error in our own analysis.* We had assumed that if you gave a great mass of people more money to buy things with, they would immediately buy the things you had for sale.

Yet we knew that innumerable tribes all over the world have gone on for centuries without the addition of a single new desire, in spite of the fact that civilization had quite often provided them plentifully with the means.

★ ★ ★ ★ ★

It was Macfadden who discovered the fact that *money alone does not make any constructive change in the wants and desires of people.*

And again it was Macfadden who first applied that missing factor that had been left out of the original calculations of manufacturing America. That factor was that *the first step in any cultural development is "intercommunication between peoples by signs and symbols."* In other words, just simply "the reading habit." It isn't until people begin to read and, through their reading, find a new world opening up to them that they begin to develop any appreciable amount of new wants and desires.

This, of course, is something everybody should have known when the plan for a great mass market was being developed. But even many of us who knew and understood this fact looked upon it only in the light of social anthropology—something to be discussed abstractly in the odd moments of a highbrow evening with a dusty professor who had been brought in for scenery.

*It never occurred to us that it was equally applicable to our own day.*

★ ★ ★ ★ ★

Here in America were enormous masses of people of native intelligence to whom manufacturing America was giving more money than these people had ever had before. A potential market of tremendous size, *and yet no market.* And, even with these masses considered just as people, no way of reaching them.

\*Voluntary circulation is the number of copies of a magazine that people will buy, issue by issue, if left to their own devices.

It was Macfadden alone who first discovered *a way through* to this great mass of people, a way of making readers of them first, and, through their reading, of creating a whole new set of wants and desires amongst them.

Macfadden's first discovery was revealed to him by the people themselves. That discovery was that a whole new layer of American people *were ready and wanted* to take their first step in communication, *were really eager* to begin "the reading habit."

The quick analysis of that discovery and the immediate development of that field followed. Within a period of ten years a single Macfadden publication had built up a voluntary\* circulation far surpassing the voluntary circulation of magazines that had been in the field for half a century.

And for the first time a certain large sector of that great mass market, which manufacturing America had been striving to develop, had become articulate. For the first time this great new mass of people had had the imagination centers of their brains stirred to where new worlds were opened up to them, and therefore had acquired a whole new set of wants and desires that they were eager to satisfy.

*And, what is most important of all, for the first time manufacturing America was able to reach through to—and communicate with—this new mass.*

★ ★ ★ ★ ★

When the first great Macfadden magazine along this line—True Story—had prepared the minds and made fertile the market of this first big mass sector of new readers, manufacturers began pouring their advertising into that magazine by millions of dollars. And it did not take them long to discover that here was the first *substantial* mass market they had ever known.

Meanwhile, other Macfadden publications, on the basis of that discovery, began to follow in orderly succession and to open up new sectors of that vast field. Their circulations increased by hundreds of thousands until today Macfadden publications have the largest voluntary magazine circulation in the world.

This circulation—six million strong—has scarcely taken a single subscriber from any other magazine, nor does it seemingly duplicate itself to any appreciable extent. It is all new, in a new field in which six million people have become articulate, have acquired a new set of wants and desires, have finally been cultivated into the new mass market which manufacturing America has so long been striving for.

The Macfadden technique, by which this has been accomplished, will appear somewhat later. It should prove interesting. Because the subject of any technique by which six million voluntary sales of any commodity can be maintained time after time and increased constantly is certainly a subject worthy of review.

line more. If there is a good reason for such a meeting, though, and it is properly presented to the management, they are usually glad to cooperate. They are really interested in selling more of your goods, even though it may not seem so at times.

"One of the best reasons is to have something helpful to show the salesmen. We have a motion picture on the history of flour that has proved very effective. It is really quite interesting and educational and the Hinkel part of it is inoffensive, even though the purpose, of course, is to arouse enthusiasm for our product.

"The visit of a home office executive is usually justification for a meeting, provided he really has something to say. The local representative is asked to arrange such meetings with salesmen of wholesalers who need help the most.

### Scolding Gets Only Shrugs

"I think it is important at such meetings to avoid talking down to the salesmen or upbraiding them. I try to make them feel that they are partners in our business. They may be only order-takers, but it doesn't do any good to tell them so. Friendship counts a lot in a highly competitive business, so we had best try to make as many friends as possible. The mere fact that the salesmen size you up as a fine fellow and a square shooter may have great influence on your sales.

"Individual circumstances should be considered in planning the meeting, too. At one meeting it may be best to be strictly formal; at another, a keg of beer and a Dutch lunch may be proper.

"We promote numerous contests, but these are usually localized in one city and may be for only one wholesaler's salesmen. It all depends on conditions. The cost of such promotions must be considered also. One wholesaler may be capable of moving a thousands barrels a month, while another can sell only a hundred. Naturally, then, we can't invest as much in one as in the other. We offer cash or merchandise prizes, depending on circumstances."

LaChoy Food Products usually promotes two campaigns a year, during which it enlists the cooperation of jobbers and their salesmen. This it does chiefly by furnishing the jobbers a bulletin, bearing their imprint, to be distributed among dealers, furnishing window display material and other helps, and holding meetings with the salesmen.

The reason given for such a meeting is that it is in preparation for the forthcoming campaign and the induce-

ment is a free dinner, with the product as the chief feature. A complete repast is served, of course. Arrangements are sometimes made with other manufacturers to supply their products. This is no doubt a good plan, provided the product is really up to expectations, as the salesmen then know what they are selling. Of course, a representative explains just why it is so good and how best to feature it.

The Federal Mogul Corporation, like Commercial Milling, finds it very helpful in arranging meetings of job-



First, you've got to have a good reason for calling jobbers' men together. And one of the best, say a number of companies, is a new sales film that will show them why and how your line should be pushed.

bers' salesmen to have something interesting and instructive to show them. This manufacturer markets a number of automobile parts. One of its difficulties has been to convince jobbers and garagemen that when a car is "pumping oil," the trouble may be in the bearings. To accomplish this purpose, it has designed and built an "Oil Control Detector," at a cost of \$12,000, which is now being routed all over the country and used by its salesmen in giving demonstrations to jobbers' salesmen and garagemen.

"This has proved so helpful that we are thinking of building two or three others," W. R. Waddell, manager of the Service Division, said. "We are also considering a sound film or slide film. We need something more than words, both to get appointments to meet with the jobbers' salesmen and to convince them after we meet with them.

"The piston ring people have sold their product so thoroughly that when a car has oil trouble, the first thing one thinks of is new piston rings.

New rings may be needed, all right, but worn rings are not the only cause of oil trouble. Slightly worn bearings may throw off a great deal of oil. We demonstrate, for example, that an oil clearance of .003 will throw off five times the normal amount of oil and that doubling this clearance increases the oil throw-off five times, resulting in a throw-off of 25 times normal.

"Such a demonstration amazes the salesmen and gives them something specific, new, and interesting to tell dealers and garagemen about us and our product.

"Our salesmen work with jobbers' salesmen a great deal for the purpose of teaching both them and the dealers. That takes considerable time, but it is highly constructive."

The McAleer Manufacturing Company is another that has tried many ways of stimulating jobbers' salesmen. It has employed missionary men for several years. Then early this year it withdrew about half the missionary corps and offered jobbers' salesmen a bonus for a limited time, paying them 50 cents to \$1 a case on all orders. Sales have increased, but the management is undecided as to whether this has been due to general conditions or to greater selling effort. Anyway, the bonus was paid for about four months, then withdrawn some four or five months ago, since when sales have held up or even increased. Salesmen are now doing some missionary work, as before; that is, getting dealer orders and turning them over to the jobbers.

### Allen Wins Loyalty in Advance

Allen Industries, which markets a line of rug cushions through selected wholesalers, is one manufacturer who professes to be satisfied with the performance of jobbers' salesmen. When Allen first introduced this line, about three years ago, the management took great pains to win the cooperation of jobbers and their salesmen, giving the former a better than usual discount and paying the latter a bonus. When costs increased under the NRA, the salesmen's bonus was discontinued, but the jobbers were encouraged to pay them a liberal commission on the line, which they could well afford to do.

Allen has also furnished aggressive merchandising cooperation, some features of which were outlined in SM, April 20, 1935. One of these is an "Ad of the Month" which it prepares and sends to all dealers, offering to supply a free mat. This ad generally features related items with rug cushions and has won good acceptance.

Cooperation of jobbers' salesmen presumably is secured by sending them

(Continued on page 724)

SALES MANAGEMENT



**F**or the past ten years  
Macfadden's premium  
priced women's magazine  
True Story has had the  
greatest voluntary demand  
of any magazine in the  
world—and at a retail price  
of 15¢ a copy which is  
50% greater than most  
other women's magazines.

**TRUE STORY MAGAZINE**

## Set your own Stage

- the World's Immortals wait!



The wealthy are expected to be good prospects for RCA Victor's expensive "Library of Recorded Music." But by working up a crescendo of interest in the high-priced collection, chosen by world-famous authorities, the company hopes to sell less costly units and single records.

## Advertising Campaigns

[Old and New Products as Promoted in Newspapers, Magazines, Samples, Posters and Direct Mail]

### Record Business

Radio didn't kill the phonograph record business, but it slowed it until the sales volume was about as cheerful as a victrola running down. Now the discs are revolving at a faster pace and RCA Victor (largest factor in the industry) is setting the speed indicator for a still further increase.

Advertising of Red Seal records is 300% over last year, while sales are up 51%. That sounds good, yet RCA V is well aware that the total is still far below the peak of 1928-29. At present the Camden, New Jersey, company is using the full-tone needle in publicizing its "Victor Library of Recorded Music." Newspaper rotogravure sections and class magazines are being used to tell the affluent about the "magnificent cabinet" wherein "RCA Victor brings you the best of the world's music, electrically recorded: A library of 460 records by 153 composers."

Incidentally, the copy brings in RCA Victor's "newest and greatest radio-phonograph—the D-22 . . . automatic record-changer and home recording, combined with the finest 'Magic Brain' radio with 'Magic Eye,' 22 tubes." The unit and the library together sell for \$1,550.

That price eliminates the mass market as quickly as the automatic record-changer can flip over a disc, but it lures the high hat and "mob" buyers. Movie stars who insist on having the most expensive luxuries are putting the D-22 in their 40-room "bungalows." The same people who order a library of books by the yard—to show their

"culture"—are going for the library of symphonies. Of course genuine music-lovers, wealthy people who are not symphonies, are spending \$600 for the library, too.

RCA Victor is not particularly worried about whether or not its de luxe collection sells like hot cakes, though it is proud to report that the first week 150 of them were shipped from the factory.

John Average will go in to one of the 135 Victor dealers, who are listed in the ads, to listen to the D-22 and inspect the "7 complete operas, 47 full-length symphonies" and so on in the library. Perhaps he won't purchase the \$1,550 set. (You can bet the dealer will do his best to make John's mouth water for the entire "musical education.") However, John may buy one, two, or a dozen records when he hears how much better they are than he remembers them. Recording has advanced along with radio. RCA Victor is going to make every John Average realize just what forward strides have been taken.

### W. C. T. U.'s Effort

With liquor firms urging "Here's how" in every available medium, the Woman's Christian Temperance Union of New York starts a counter-attack. Quarter-pages in 25 New York State newspapers, through Frank Presbrey agency, are doing their bit for "Alcohol Education." Copy is simply written. Typical:

'It was on such a morning as this that his failure began. He wanted to run away and hide. He wanted to go and

sleep somewhere. His head ached terribly, and his fingers trembled. . . .'

The W. C. T. U. is paying for the ads, which appear every day until the end of the month. A final paragraph invites, "Should you wish to contribute to the broadening of this campaign against alcoholic drinking, your contribution will be gladly accepted and every cent will be reserved in trust for additional newspaper advertising. Not a cent will go for administrative expenses."

If sufficient funds come in, the W. C. T. U. will continue the series and possibly use it in other states. The Christian Women are carefully watching their mail to learn the reaction.

### Paramount's Plunge

Paramount Pictures will dive into newspapers of 35-40 cities the end of this month with a half million dollar campaign. Seven-column space will be taken monthly for at least four months to herald eight cinema epics. It's a "first time" for Paramount. Should it line up the customers at box-offices, the campaign will be continued indefinitely, say agents Lord & Thomas.

### 1,000,000 3-in-1

A million samples of Three-in-One furniture polish have been sent to coupon-clipping readers of national magazines since last Summer, reports Miss Gladys Liggett, vice-president. Introductory packages and display material have been placed in 13,000 hardware, variety and department stores. Agency, Thompson-Koch, Cincinnati.

### Cookbooks and Whiskey

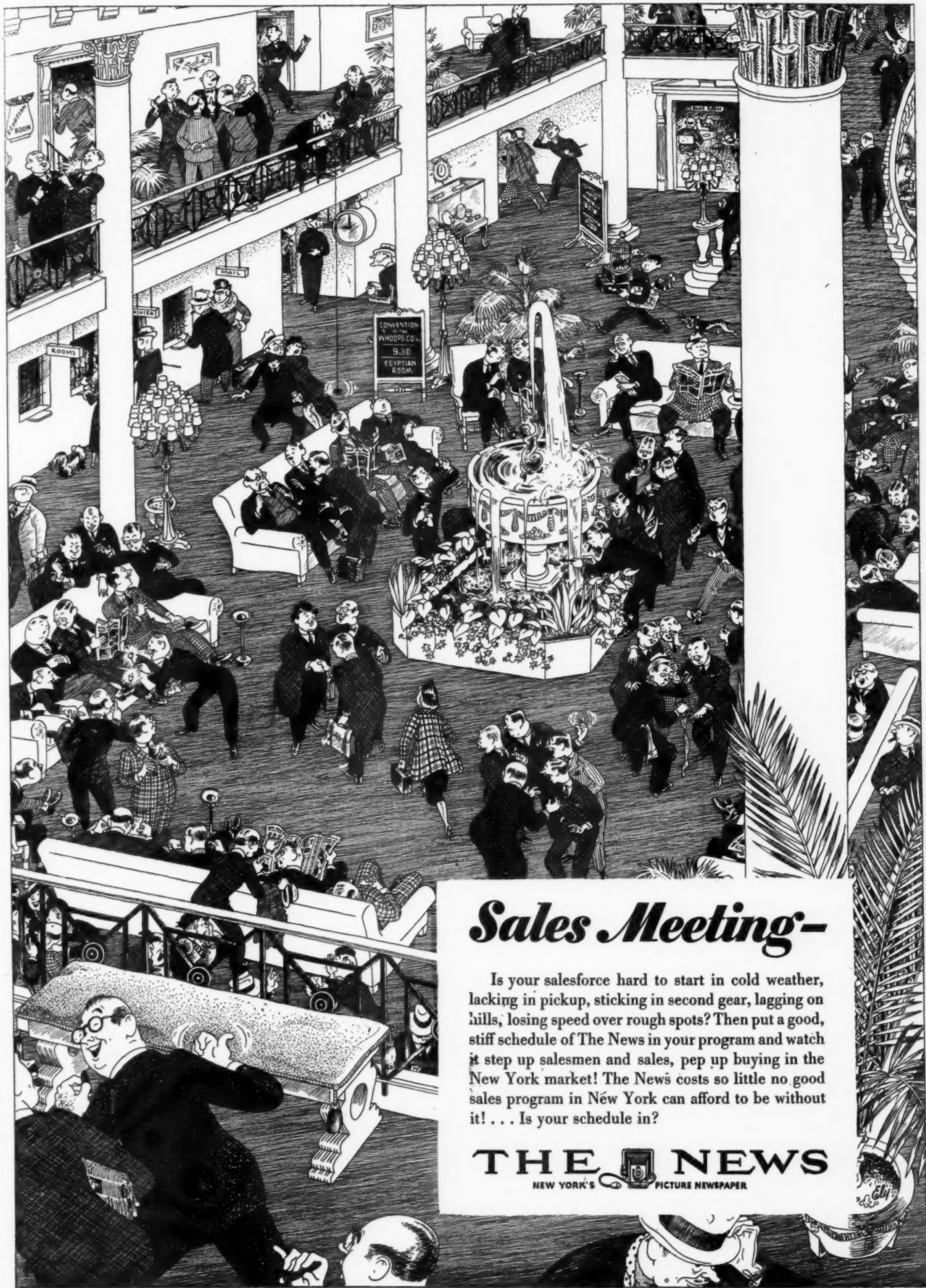
Directly opposed to the W. C. T. U. and all its works is Schenley Products. That distillers' subsidiary, Jos. S. Finch, is seeking to invest its "Wilken Family" 98-cents-a-pint whiskey blend with a hearty, home-folks atmosphere. Copy in 90 newspapers and *The American Weekly* contains such phrases as:

"When you get the Wilken Family Whiskey, you're going to taste something I calculate you've been hankering to get your hands onto for a long time. . . . The picture up there is the Wilken Family at supper time . . . I've brought up the boys in the business and they all help."

Harry E. Wilken, Sr., ostensible writer of the ads (Lord & Thomas probably do a little also) is offering a book of "our Family's favorite home-cooking recipes. Grannie Wilken's sugar cookies. . . . Ma Wilken's juicy hot mince pie. . . . Mary Wilken's stone crock pickles . . . and the slick chocolate cake she makes with big, fat layers of rich and creamy frosting

(Continued on page 721)





## *Sales Meeting—*

Is your salesforce hard to start in cold weather, lacking in pickup, sticking in second gear, lagging on hills, losing speed over rough spots? Then put a good, stiff schedule of *The News* in your program and watch it step up salesmen and sales, pep up buying in the New York market! *The News* costs so little no good sales program in New York can afford to be without it! . . . Is your schedule in?

**THE NEWS**  
NEW YORK'S  PICTURE NEWSPAPER

# If I Were a Salesman Again

BY SAUNDERS NORVELL

THE editors of SALES MANAGEMENT have asked me to write two articles, one on what I would do and what I would not do if I were a *salesman* again (which is this article) and the other on what I would do and would not do if I were a *sales manager* again.

Since I started out, at the age of 19, as a salesman in the hardware line and have been in close touch with selling for the nearly half a century since then, I have had ample opportunity to study what has happened to many hundreds of sales managers and salesmen. I have also had an opportunity to learn *why* some of these things have happened! Many of the salesmen I knew as young men have been very successful. Today they are heads of important business organizations. Others, unfortunately, have fallen by the wayside, some failing early in their careers and others finally meeting disaster in their later years.

I often think of a remark made to me by the late Marion Reedy, editor of the *St. Louis Mirror*. We were discussing the death of a brilliant young man under most unfortunate circumstances. Mr. Reedy remarked that some times when a young fellow who was on the wrong track slipped up, he died and brought disgrace to himself and to his family. But if this young fellow lived through his experiences, in years to come if *he were successful*, these slips would be looked back upon as just some of the eccentricities of youth. A study of the lives of the patriarchs and prophets as outlined in the Bible carries out this idea. Many of them lived to a honored old age, and the irregu-

larities of the hot blood of youth were more or less forgotten.

The difficulty in writing an article of this kind is to avoid being preachy. Once I was standing smoking a cigar in the back of a street car with some young fellows who were telling some pretty strong stories. An old man standing nearby criticized them. When he stepped off the car one of the young men remarked: "That old bird

by writing truthfully, you must expect criticism. So here goes.

As we approach the problem of writing about the young fellow who is just starting out as a salesman and wishes to make a success, we must narrow the whole discussion down to the problem of *success as a salesman* and later the success that may follow as a business executive. We must visualize a young fellow starting out with good health, a fair mind and a tremendous determination to succeed. Let us keep this thought in mind, and not expect our young hero to be too much of an idealist, socialist or philanthropist. Adopt the attitude expressed in a line from one of Maude Adams' plays, that "It is a wonderful thing to see a Scotchman on the make."

First of all, let us take the broad view that our young friend has adopted the profession of selling as a life career. He has observed the careers of other salesmen. He has seen them, because of their success as salesmen, become sales managers, vice-presidents, and, in many cases, presidents of their companies. He has seen these men acquire not only a great reputation in business, but comfortable fortunes which have resulted in

Photo by  
H. Armstrong Roberts



He has youth, intelligence, ambition—but what are the other factors that will make or break his selling career?

This article is not directed to you, Mr. SM Subscriber, but over your shoulder to your salesmen. Mr. Norvell, out of his rich and successful experience as a salesman and an executive, has observed thousands of salesmen and has learned what makes the successful ones click. In this article he deals daringly with several subjects usually tabooed—at the cost of the employer, we might add. Sales Management is reprinting this article in a pocket-size booklet which will sell for ten cents each in quantities under 100 copies.

thinks he is virtuous when, as a matter of fact, he is only old." One way to escape being accused of preaching is to write with a touch of humor, but if you do this, some Puritan will immediately accuse you of treating a serious subject too lightly. In any event, when you attempt to do a little good

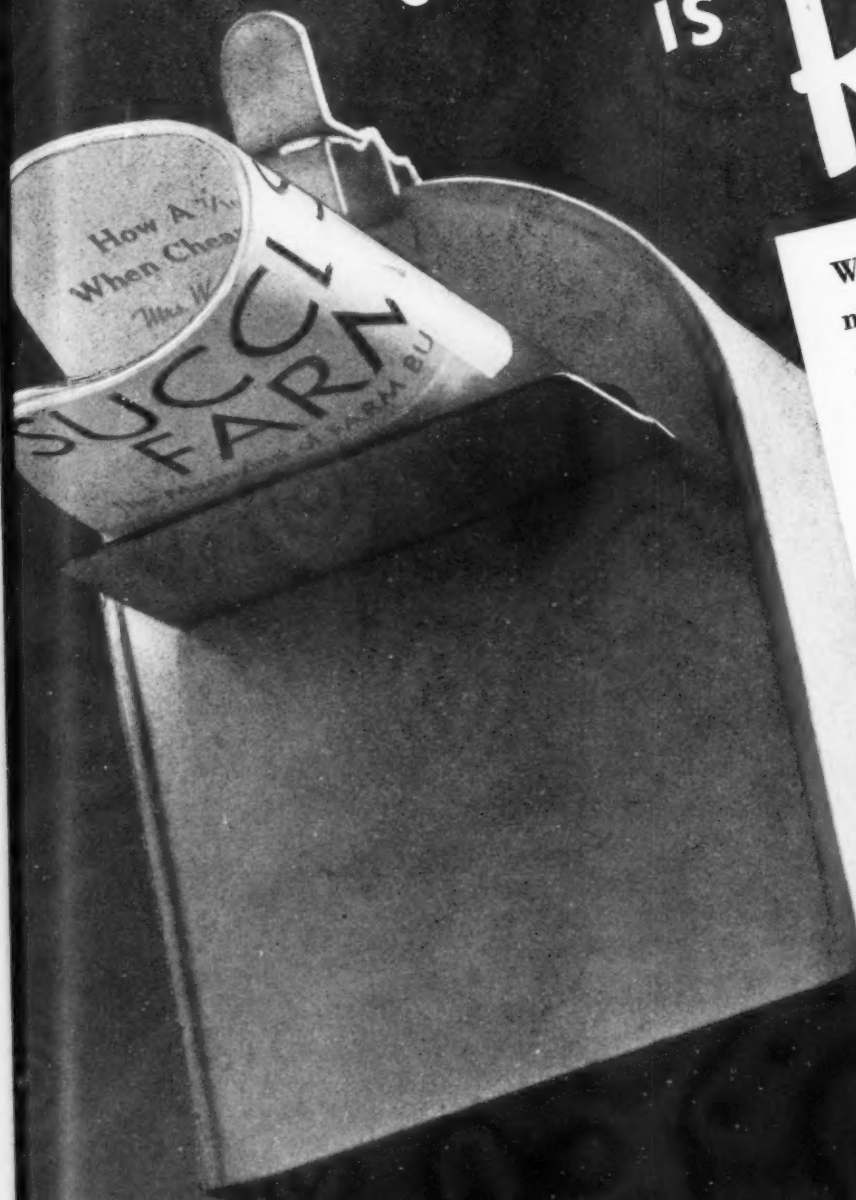
many good material things for themselves and their families. Young salesmen who are in the state of mind of this hypothetical young man now want to know, in the plainest language possible, how they can achieve these results.

The first and most important thing

SALES MANAGEMENT



# THE ABC OF THE FARM MARKET IS RFD



When you take all the pins off the map...and all the figures off the fire map...one simple, kindergarten fact remains: To sell farm people you must reach FARM people. Not big-townners; not small-townners; not people who "play" at living in the country; but FARMERS... dirt farmers... men who wrest their living from the soil. Successful Farming reaches more farm families...has more RFD circulation...than any other magazine in the world. That's why it should be Number One on any farm magazine list. Meredith Publishing Company, Des Moines, Iowa.

## SUCCESSFUL FARMING

TO SELL FARM PEOPLE YOU MUST REACH FARM PEOPLE



"The trouble with you, Mackenzie, is that you don't sell the *glamor* of owning a Handyman Power Lawnmower!"

for a young salesman to realize is that to obtain the best results *he must have a sane, clear mind, in a healthy body.* Without good health, even a clear mind is handicapped all through life. The first fundamental of good health is regular physical habits. Any doctor will tell you that you should not allow anything to interfere with such habits.

The next requisite for good health I believe to be sufficient sleep. Young salesmen frequently smoke too much. Not only is this habit of leaving a trail of cigarette butts all around and behind you offensive to your customers and friends, but it has a direct effect upon the nerves and as a result affects the soundness of your sleep. Another invitation to insomnia is too much black coffee, especially at the evening meal. Usually when you get up with that tired feeling, you can look back and find it is a result of some of your indulgences of the night before. Therefore, I believe that *a good day's work starts the night before with a good night's sleep.* I am not going to argue against poker playing, or against the game of bridge, but when these pastimes are indulged in to the wee small hours of the morning, causing a loss of sleep, they affect sales possibilities the following day.

Young people today have undoubt-

edly developed an "excitement" neurosis. They excite themselves not only attending movie thrillers and snappy plays, but also in reading exciting books that simply stir the imagination without adding anything either to good health or useful education. I shall never forget once when I was a young salesman out West, a customer asked me to spend the night at his home. I happened to have with me in my grip "King Solomon's Mines" by Rider Haggard. After spending a pleasant evening with my host and his family, I was shown to my room and there was a very convenient electric light right next to my bed. I picked up my book and read its exciting contents until three o'clock in the morning. The next day my host's wife remarked: "You evidently read late. I saw the light under your door after midnight. What were you reading?" When I told her, she added: "*Reading a useless book like that is simply intellectual dissipation.* That book probably did you as much harm as too many cocktails. Besides that, you lost some valuable sleep and no doubt this morning physically you are not up to par." And I wasn't!

Don't get the reputation of being a "skirt chaser!" It is a curious fact

that the average man, even if he himself is not above reproach, has a contempt for the young fellow who falls for every girl who comes his way. Such a reputation, once acquired, often lasts a lifetime. Recently I read that life insurance companies were slow to issue policies on young men who have the reputations of being "skirt chasers."

Now there is a very delicate subject on which I feel it my duty, in discussing health, to dwell upon briefly. I do not wish to preach, but in my experience I have seen the lives of many promising young salesmen completely wrecked in a horrible manner simply because they had carelessly contracted certain diseases. In concluding these remarks about good health, let me refer to cleanliness. Even if you are traveling in districts where bathtubs and running water are not convenient, it is a simple matter to take a bath using wet towels. There is no excuse for not being clean, and cleanliness is the basis of health. Besides that, if a young salesman is trying to acquire a reputation for an agreeable personality, he should certainly avoid what our advertising friends call "B. O." Shave every day. Dress neatly.

Now let us turn from good health to a good mind. The first step in the development of a good mind is to cultivate your memory. Nothing is more of an advantage in life than a good memory, *and there is no handicap equal to a poor one.* I might add that I have never known a man to make a success as a salesman, and later as an executive, who was not endowed with, or had not acquired, a good memory. One very important thing to consider in cultivating a good memory is not to clog up the mind with a whole lot of things that you do not expect to remember and have no use for. The careless skimming of newspapers has a most damaging effect upon your memory. Many times after I have seen a young fellow reading a newspaper for an hour or so, I have asked him to tell me just what he has read, and frequently I have found that he remembers nothing at all.

If you are selling a long line of goods, nothing impresses your customers more than when you show a great familiarity with your prices. A good way to learn your prices is to select five prices every day, write them on a piece of paper and put them in your vest pocket. The next day have another list of five prices. But on the second day see if you remember the five prices of the day before.

I knew a hardware salesman once who had the reputation of having a

(Continued on page 725)



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## The "MUST" Men as seen by Magazines • Newspapers • Radio

153 publishers and radio executives replied to a questionnaire mailed them by the Market Research Corporation of America, asking who the *must men* were among national advertisers.

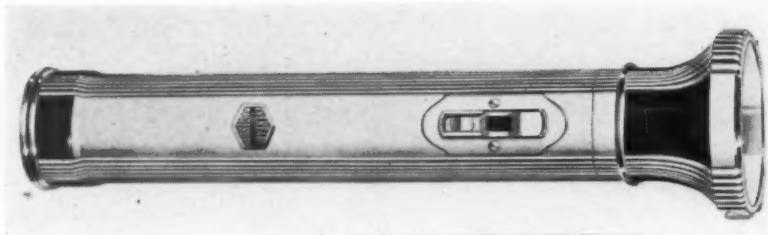
	Consensus	Magazines	Newspapers	Radio
Presidents .....	8.2%	11.0%	3.4%	17.7%
Vice-President in charge of sales ..	17.1%	21.2%	13.6%	25.8%
General Manager .....	3.3%	4.6%	1.5%	6.4%
Secretary-Treasurer .....	.3%	.9%	0%	0%
Sales Manager .....	25.8%	29.3%	25.1%	19.3%
Advertising Manager .....	28.6%	31.4%	26.6%	27.4%
District or Branch Managers .....	9.7%	1.6%	17.2%	1.7%
Salesmen .....	1.3%	0%	2.4%	0%
Jobbers .....	3.6%	0%	6.8%	0%
Retailers .....	2.1%	0%	3.4%	1.7%

---

A striking correlation exists between the make-up of the all-important "must" group and the circulation of *Sales Management* magazine: 64.4% of the consensus "A" group votes go to the President, Vice-President, General Manager, Secretary-Treasurer, Sales Manager, and District or Branch Managers—and among this group *Sales Management* has 64.8% of its total paid subscriptions. Similar percentages for other magazines in the field of marketing:

Magazine A .....	29.1%
Magazine B .....	16.4%
Magazine C .....	14.5%
Magazine D .....	13.4%

# Designing to Sell



**A New Flashlight at Last!** With a free hand this year Eveready inventors produced Masterlite. It's different. A hair-trigger switch flashes it. Everything else slides. A finger-tip slide locks it "off." A thumb slide focuses it. The base slides out for reloading. The head slides open to convert it into a "candlelight" lamp. Black, chrome and modern lines decorate it. And it's just in time for Christmas promotion in nine magazines.



**School-Girl Silks:** New York high school girls entered 300 designs in a contest backed by International Silk Guild and American Federation of Arts. This month eight silk mills put 12 designs into production—and paid the girls for them. One winner (left) watches her print come off the machine. First prize design (also shown) is a feathery leaf pattern, now a Cheney silk, inspiration for which came from "mustard greens my mother was cooking." Guild and Federation are now showing the prize prints in a traveling exhibit that will cover the country, using display tie-ups with leading stores. It all falls under the head of pure-silk promotion.



**Christmas Gift:** (Above) Any housewife would be happy to unwrap the Speedmaster electric tea kettle on Christmas morning, says the West Bend Aluminum Company, West Bend, Wisconsin. The rubber attachment cord doesn't kink; the smooth, graceful lines look well on the dining room table, and it's mighty convenient when "Polly puts the kettle on."



**Tea for Two or More:** James Butler stores hope that when the tea is brewed its new package will be opened. An easy pouring spout is the creation of Gair, Inc. Old package is on right.



**Red, White & Green:** That's the color scheme of Texaco, and is used on this can of radiator cleaning compound for toning up rusty automobile radiators. Lithographed colors on the metal are supplemented by the green moulded Bakelite cap, which twirls on and off in a jiffy. Anchor Cap & Closure Corporation produced the latter; Texaco Can Company turns out the container.



*It's in the store....*  
**NOW WHAT ?**



Will it go on the shelves, stay in the back room, get shoved under the counter? Or, will it go squarely in front of the customer saying "Buy me!"

For years, the American Can Company has been sharing in the sales promotion of package merchandise. Not the sales promotion of booklets and "we want your business" letters. But sales promotion through the retail merchant, in the

## **AMERICAN CAN COMPANY**

230 PARK AVENUE . . . . NEW YORK

DECEMBER 15, 1935

store, on the counter—sales promotion where *sales are made*.

These years of experience are available to you if you have a retail merchandising problem. From our experience, we may be able to find the answer.

If not, we shall be glad to work with you until, together, we find the proper method of getting your product into customers' homes.

**LISTEN TO BEN BERNIE**

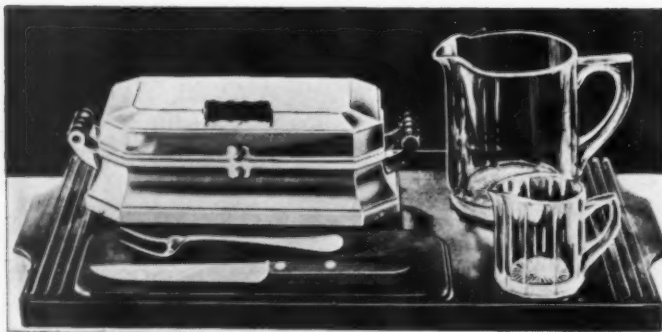
*"and all the lads"*, Tuesday Night,  
 9 P. M., E. S. T., N. B. C. WJZ Network



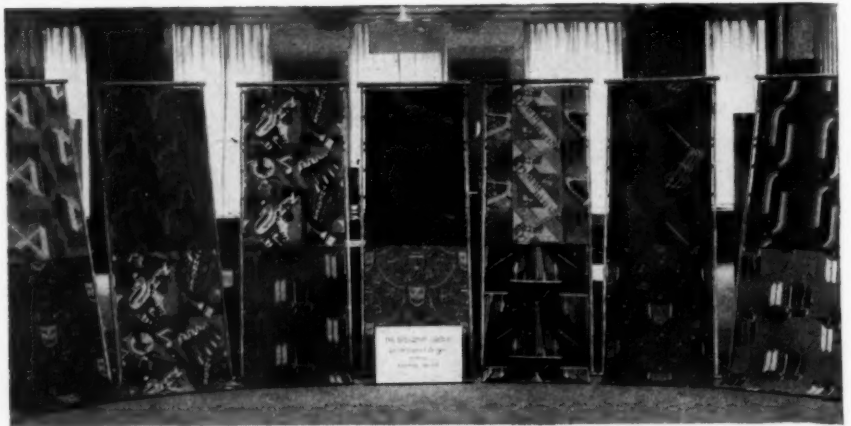
**A Place for Things:** (Above) The crowded medicine cabinet gets relief with the Crane Company's cabinet-lavatory. In the steel storage space is ample room for towels, bottles, etc. Bowl and cabinet come in matching or contrasting colors.



**Poor Pussy:** (Above) She can't play with the ball of yarn when a knitter uses this Bakelite holder which slips over the wrist. Consolidated Novelty Company, Long Island City, retails it for 20 cents in several colors. **Gem Box:** (Below) General Electric's appliance department brings out this waffle griddle, breadboard, batter and syrup pitchers and knife and fork to prepare a meal right at the table. The griddle is interchangeable, so other things may be prepared on the Hotpoint cooker.



**Jazzing Up the Floors:** (Below) Mohawk Carpet Mills contributes a new line of carpets to make night life gayer. Called the "Broadway Group" and created by Lurelle Guild, the designs include skyscrapers, musical notes and instruments and others in the modern tempo. They are for theatres, bars, restaurants and cabarets. In appearance they are made to order—but at a stock price.



**Gulf Clan:** (Left) All Gulf cleaning, waxing, lighting and other specialty products have been redesigned to harmonize with the familiar gas and oil trade marks. Of dark blue, white and orange, the containers lend themselves to striking mass displays. Gulf is plugging them hard by radio, magazine and newspaper ads, and in its house organ.

**Norge's Entry:** (Below) Norge Division of Borg-Warner Corporation joins the air conditioning stampede with the "Fine-Air Heating and Conditioning" unit. It is for either new or old homes costing from \$5,000 to \$50,000, 12 to 15 rooms. Besides heating or cooling that size house, the unit heats water for all family needs.



## DESIGNING TO SELL





## PROFITABLE MODERNIZATION WITH BAKELITE MATERIALS

PROFITABLE modernization of machines, devices and appliances requires the best of inventive talent and engineering knowledge. Of equal importance is the reliance placed upon new and modern materials to develop products into more useful and saleable form.

Modern Bakelite Materials offer manufacturers three-fold assistance in redesigning their product. They make possible a new, and distinctive

appearance. They usually simplify production methods. They frequently improve mechanical design.

To the improved appearance of products, Bakelite Materials contribute rich color, permanent lustre and ready adaptability to line and form. In production, they offer important economies, such as the elimination of polishing and finishing operations. To mechanical design they furnish strength, light weight and durability,

combined with superior chemical, thermal and electrical properties.

Manufacturers are urged to study their own products with a view to improving the design, construction and saleability through the use of Bakelite Materials. We shall be glad to cooperate in determining the possibilities. For full facts about Bakelite Materials and their varied applications, write for Booklets 26M, "Bakelite Molded" and 26L, "Bakelite Laminated".

BAKELITE CORPORATION, 247 Park Avenue, New York, N.Y. .... 43 East Ohio Street, Chicago, Ill.  
BAKELITE CORPORATION OF CANADA, LIMITED, 163 Dufferin Street, Toronto, Ontario, Canada

1910 — SILVER ANNIVERSARY — 1935

# BAKELITE

\*The registered trade marks shown above distinguish materials manufactured by Bakelite Corporation. Under the symbol "B" is the



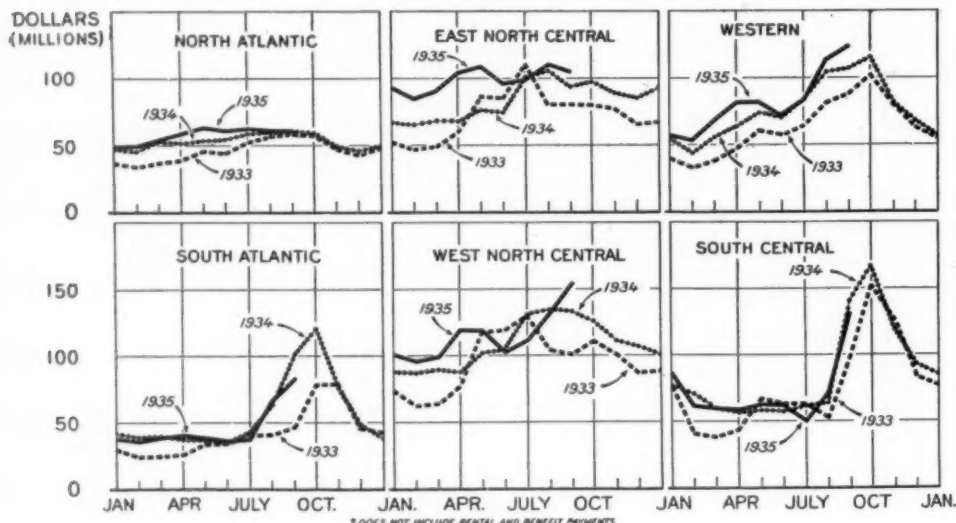
numerical sign for safety, or unaltered quantity. It symbolizes the reliable number of present and future uses of Bakelite Corporation's products.

## THE MATERIAL OF A THOUSAND USES

DECEMBER 15, 1935

[709]

## This Shows *When* the Farmer Gets His Cash



The chart shows cash receipts from the sale of principal farm products 1933 to date. The farmer receives and spends money all the year 'round, but in certain sections a very high proportion of receipts is concentrated in the Fall. Month in and month out promotion and selling might well be topped off with intensive drives at periods when the farmer has the largest amount of ready money.

## The Farmer's Income—and What He Does With It

(Continued from page 683)

penses; this fund also must provide for purchase and replacement of farm equipment and other capital goods for the farm business, for life insurance, and for other non-farm investments. To a certain extent, family living and the farm business are competitors for the available cash.

The farm family's share of gross income—both income "in kind" and cash available after meeting production expenses—falls more rapidly than does total gross income in periods of deepening depression. During such years, production expenses decline less, relatively, than does cash available to the family. In periods of recovery, cash available to the family increases more rapidly than production expenses. (See chart.)

During the period 1925-29, when the national gross income from farm production averaged somewhat less than 12 billion dollars annually, about 56% was available to farm operators and their families—41% as cash and 15% as income "in kind." In 1932, when gross income had fallen to about 5 1/3 billion dollars, only 46% was available to farm families—28% as cash and 18% as income "in kind." When gross income rose to about 7 billion dollars in 1934, the percentage available to farm families rose to 59—45% as cash, and 14% as income "in kind."

Cash incomes of many farm families are supplemented by earnings in non-agricultural industries, by investments yielding interest and dividends, by keeping tourist boarders and lodgers,

by making and selling handicraft articles and other made-at-home products, or by selling produce directly to consumers, through roadside stands, farm women's markets, etc. Although in the aggregate such income is unimportant compared with national income from agriculture, it is very important to some families, even though it may yield them a small return per hour for their labor.

### Adjustments in Farm Family Consumption

The consumption program of the farm family is related both to its plan for spending cash and for producing goods for family living. All resources therefore must be considered in making and carrying out consumption plans—not only the money available and goods on hand, but also the time and energy of the family members and the production capacities of the farm itself. It is important, also, that the plans for consumption be made as a balanced whole, within which the parts supplement one another. Thus when cash income falls, as during the worst years of the depression, it becomes necessary to change production plans and practices so that levels of living may not fall so low, relatively, as have cash receipts.

With rising cash income, the farm family still must make important choices as to how it will use its resources in order to obtain maximum human values. What proportion of the increased income to devote to family

living; what proportion to the farm business; and what to provision for the future; how best to use the money allocated to the family; the extent to which production for family living shall be emphasized in order to free more money for purchases of goods and services which cannot be home produced; the balance between use of time for work and for leisure—these and related questions must be considered in making consumption plans, and must be decided by each family upon the basis of its own assets, needs, and desires.

Farm families whose cash incomes have increased to the extent that more money is available for maintenance probably will distribute the increase somewhat unequally over several items of family living rather than to only one or two. With incomes for 1934 higher than for 1933, a group of Nebraska families increased expenditures for automobiles, recreation, and clothing relatively more than they increased expenditures for food and household operation.

### Changes in Expenditures for Farm-Family Living

Changes in purchases of food and some other items during the six-year period 1929 to 1934 are shown by the table below. In this table, all expenditure figures have been adjusted for family size (families averaged 3.9 members). Figures for each year's total expenditures have been adjusted to 1934 price levels (all-commodity index). Figures for expenditures for food, clothing, household operation, and "other" items also have been adjusted to 1934 price levels, but by specific indices. Thus the value of food expenditures is adjusted for each year by the index for food to eliminate

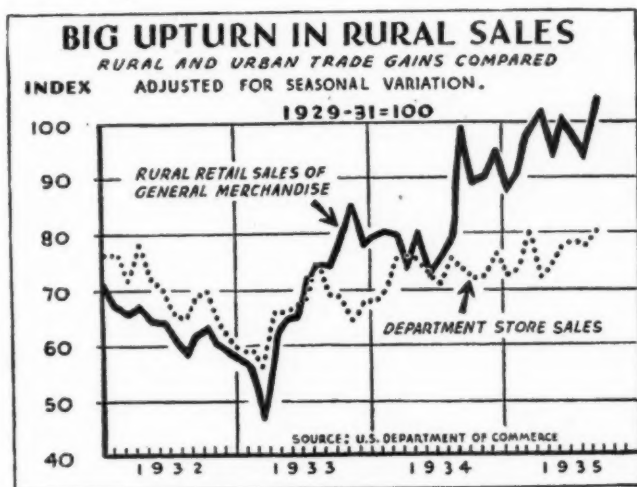


# South Leads in Rural Sales Gains

—and PROGRESSIVE FARMER Leads  
in Advertising Linage Gained

THE South's 26% gain in rural retail sales of general merchandise during the first 9 months of this year topped the high percentage gains in other regions by from 5% to 7%, topped the gain for the entire U. S. by

6%, according to the estimates of the U. S. Department of Commerce. And now, with these figures of the South's leadership in mind, look at this chart of sales gains in Rural America:



AND larger yields and higher prices for cotton, tobacco and other cash crops, insure still further sales increases in the predominantly rural Southern Market.

WITH a gain of 25,000 lines, Progressive Farmer led all farm monthlies in lineage gained during the first 11 months of 1935. And this is on top of its gain of 68,000 lines, 1934 over 1933!

ALL of which is further proof that advertisers and agencies are giving increased recognition to the Rural South as a major market and to Progressive Farmer as the major medium for influencing sales in this prosperous market.

## Progressive Farmer

*and Southern Ruralist*

BIRMINGHAM RALEIGH MEMPHIS DALLAS

250 Park Avenue, New York

Edward S. Townsend Co., San Francisco

Daily News Bldg., Chicago

THE SOUTH'S LEADING FARM-AND-HOME MAGAZINE

More than 900,000 A. B. C. Net Paid

Rate Base—\$50,000 Guaranteed

## Changes in Expenditures for Farm-Family Living —Nebraska Farm Families 1929-34

Year	Number of families included	Value of total expenditures per family	VALUE OF AVERAGE EXPENDITURES PER FAMILY FOR:			
			Food	Clothing	Household operation	"Other," such as development
1929.....	25	\$777	\$259	\$130	\$171	\$156
1930.....	36	759	210	136	126	176
1931.....	91	667	228	114	104	133
1932.....	147	542	161	101	104	109
1933.....	164	548	147	104	102	121
1934.....	239	612	161	119	106	150

differences due specifically to changes in retail food prices. Expenditures for transportation are not given because there is no such index number.

Purchases of food fell from a value of \$259 in 1929 to \$161 in 1932. This fall probably represents a decrease both in quantities and in quality of food bought. With farm income in 1933 only slightly greater than in 1932, purchases of food continued to fall. Value of food produced for family use was approximately the same during 1932 and 1933, according to reports from these families. It seems, therefore, that decreased purchases were not offset by increased food production. In 1934, with a greater income increase than the year before, food purchases rose.

In 1934, value of total expenditures was about 12% above that of 1933. Value of purchased food rose approximately 10%; value of clothing, 14%; of household operation, only 4%. Value of expenditures for "other" goods and services—including those for education, recreation, medical care, and gifts—increased most of all, rising about 24%. The food supplies of farmers in other states are shown in the following table:

### Money Value of Home-Produced and Purchased Shares of Farm Family Food

Section	From Farm	Purchased
New England ...	\$431.20	\$237.60
Middle Atlantic ..	400.40	255.20
East No. Central..	396.00	171.60
West No. Central.	440.00	167.20
South Atlantic ..	580.80	74.80
East So. Central..	497.20	127.60

### The Farmer's Living—vs. That of His City Brother

Common sense tells us that the farmer's cost of living is less than that of the city man—that a farm family

Note: Data on other sections not available. Abstracted from "Farm Family Living Outlook Charts," published November, 1935, by U. S. Department of Agriculture.

in Kansas with a cash net income of \$1,200 has a surplus for the purchase of the luxuries and comforts of life—automobiles, radios, electrical equipment, furniture, house furnishings and the like—equivalent to that of a New York or Chicago family with an income of—what, \$1,500? \$2,000? \$2,500?

No one knows—*exactly*. On December 12 announcement was made that a WPA grant of \$12,000,000 had been allotted the National Research Program for a study of living costs in 49 cities, graded by size, and in agricultural districts.

Among the questions to which answers will be sought are the following:

How do spending habits differ

among families of the same make-up and the same income, in different-size communities or in different parts of the country?

How do rural families differ from urban families in their spending habits?

At what income levels are various luxuries customarily purchased?

What influences cause a family to buy certain items at one season rather than at another?

Do families whose wage-earners are in the same occupation group spend their money in much the same way?

All the field work will be completed by or before July 1, 1936, and the compilations will be made within the year.

Over a period of years the Department of Agriculture has made income and outgo studies of selected farm families. Comparable data are available on 8,439 families located in 29 states. Through two methods—(1) getting farm families to keep books, and (2) sending out investigators with detailed schedules, the Department has data on 59 projects, with dollars and cents estimates or actual figures on:

1. Average value of farm living
2. Average value of goods and services furnished by the farm:
  - (a) Food
  - (b) Housing (figuring rent at

## This Shows How Much Farm Income—and Where

### CASH INCOME FROM FARM PRODUCTION BY STATES—1934

78 Crops and 13 Livestock Items (Combined)

[In thousands of dollars]

State	Cash income, benefits payments, and Government purchases	Rank	State	Cash income, benefits payments, and Government purchases	Rank
Maine .....	34,859	40	Virginia .....	101,671	24
New Hampshire ..	15,690	45	West Virginia ...	29,829	42
Vermont .....	29,617	43	North Carolina ..	243,870	5
Massachusetts ....	50,165	36	South Carolina ...	93,622	25
Rhode Island ....	6,677	48	Georgia .....	137,614	16
Connecticut .....	38,399	37	Florida .....	88,145	27
New York .....	232,709	6	Kentucky .....	113,829	21
New Jersey .....	72,349	33	Tennessee .....	109,615	22
Pennsylvania ....	202,569	14	Alabama .....	114,162	20
Ohio .....	230,586	8	Mississippi .....	128,211	17
Indiana .....	204,276	13	Arkansas .....	109,135	23
Illinois .....	314,826	4	Louisiana .....	93,277	26
Michigan .....	155,669	15	Oklahoma .....	123,744	19
Wisconsin .....	210,418	11	Texas .....	402,245	2
Minnesota .....	230,919	7	Montana .....	84,147	28
Iowa .....	394,631	3	Idaho .....	68,291	34
Missouri .....	206,835	12	Wyoming .....	36,556	39
North Dakota ...	75,177	32	Colorado .....	79,470	30
South Dakota ....	83,421	29	New Mexico ....	37,865	38
Nebraska .....	214,735	10	Arizona .....	33,982	41
Kansas .....	225,171	9	Utah .....	28,342	44
Delaware .....	13,810	46	Nevada .....	7,265	47
Maryland .....	55,226	35	Washington ....	126,282	18
			Oregon .....	78,083	31
			California .....	488,787	1
			United States .	6,261,123	

Source: *Crops and Markets*, July, 1935, preliminary figure.



10% of the value of the home)

(c) Other (fuel, water, etc.)

3. Average expenditures for goods and services purchased:

(a) Food

(b) Clothing

(c) Household operation: Fuel, light, household supplies, hired help in home, telephone, postage, interest on family debts, etc.

(d) Transportation

(e) Other

4. Average savings:

(a) Life insurance

(b) Other

The findings from these investigations have appeared during recent years in the Department of Agriculture Yearbook.

The writer has consolidated the returns as published in the last three annual Yearbooks and finds that the average for the 59 separate studies shows that:

1. The average family of the 8,349 studied was 4.5 persons.
2. The average cash income from all sources was a minimum of \$976. This figure is the net available for family living after deducting farm operating costs. Of this amount \$120 went into life insurance and other savings, and \$856 was spent on goods and services. Note: The actual figures on savings are probably higher. Information on these items was secured on less than half of the projects, but the total figure was divided by the 59 studies.
3. The value of the food, housing, and other items supplied by the farm averaged \$579 per family.
4. Therefore to get at the *real income* of the average farm family we must add roughly 59% to the cash income; or, to apply the figures in another way, only 63% of the farm family's real income is *cash*.
5. Conclusion: The city family, to have the same standard of living as the average farm family with a \$1,000 cash income, must have a minimum of \$1,600 a year.

### Eagle-Picher, Detroit Graphite, CBS Appoint New Officers

Earle W. McMullen has been made director of research of the Eagle-Picher Lead Company, Cincinnati. His former connections include the Simmons Company, Celotex, and Armour Institute. . . . E. C. Roberts, associated for 16 years with the Detroit Graphite Company, becomes v-p in charge of sales, President Thurlow J. Campbell announces. . . . Harry C. Butcher, manager of the Washington office, has been elected a v-p of the Columbia Broadcasting System.

DECEMBER 15, 1935

## SAVE 15% ON AIR TRAVEL!

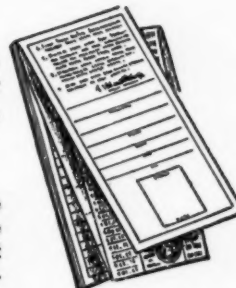


### TO BUSINESS EXECUTIVES—

You and your traveling personnel can now save 15% on established one-way air travel fares, or 5% more than the usual saving on round trips, over American Airlines' vast system.

### IMPORTANT BECAUSE—

Every day more business men are flying. These men have found that they can cover much more ground and get to prospects ahead of less alert competition, attend important meetings, supervise branches and carry on all business activities over a much wider territory in less time.



Scrip Book

### CUTS TRAVEL EXPENSE—

Examine this comparison of fastest rail and air fares between New York and Chicago:

Rail (plus Pullman lower and two meals): \$50.20

Air (No Pullman, meals free): \$47.95 less 15% = \$40.76

. . . and 12 HOURS SAVED!

Beside the basic air saving in time and money, note the still greater saving to be made through use of American's Scrip Plan . . . Or realize how many more miles you could travel for the same number of dollars.

### FLEXIBLE TO MEET YOUR NEEDS—

American Airlines Scrip Travel Plan is flexible. It can be adapted to meet the requirements of individuals or large and small organizations of every type. By means of the convenient identification cards any number of persons in an organization may take advantage of the 15% saving on air travel. Already hundreds of leading American business houses are using the Scrip Travel Plan and indorse its economy and efficiency.

### MORE CONVENIENT THAN CASH—

In addition to the saving, it is much safer and more convenient to purchase air travel tickets by presenting an identification card at any American Airlines ticket office, than it is to carry large sums of money.

### GOOD OVER NATION-WIDE SYSTEM

American Airlines serves more American cities than any other air transport company . . . 57 in all. From Coast to Coast, Canada to Mexico, the scrip travel card works to save you 15% anywhere on the entire American Airlines system. If you are definitely interested in having more information on this money saving plan, please mail the handy coupon now.



Identification Card

## AMERICAN AIRLINES INC.

THE LARGEST AIRLINE IN THE UNITED STATES

M. D. MILLER, General Sales Manager,  
American Airlines, Inc.  
Municipal Airport, Chicago, Illinois

Please give me more information on your Scrip Travel Plan.

Name .....

Position .....

Company .....

City ..... State .....

# Planes vs. Trains—a Survey

(Continued from page 689)

said, "It would not be convenient for me to go to Milwaukee by plane because the airports are too far out." Another man who is a constant traveler and who uses the trains 85% of the time does so because so much time is wasted getting to and from airports.

## Business or Pleasure?

"Does whether you are traveling for business or pleasure change your form of transportation? In what way?"

The majority of people who use planes take them for business reasons, although a large number have come thoroughly to enjoy plane travel. Eleven respondents said they flew for pleasure only, and 10 that they preferred planes under any or all circumstances. Nineteen said they preferred a car for pleasure trips; 3, trains; 2, boats. Suggestions offered by travelers which might make planes more attractive for pleasure and vacation trips: Half-fare for children, greater baggage allowance, lower fares, lessening time element between city and airport, heightened belief in comparative safety.

## Does Plane Travel Cost More?

The answers to this question, "Do people think it costs more to go by plane?" indicate that about 70% of air travelers believe they could travel more economically by other means; 25.9% said that plane travel was not more expensive; 4.4% said they didn't know. It is very possible, of course, that some of the respondents were offering a qualified answer. They may have argued that while the dollars-and-cents cost of the air ticket was more expensive than railroad, boat, auto, or bus, the actual cost was less because their time has a definite money value and the plane saved time.

## When Train Travel Is Preferable

When asked under what circumstances, if any, the travelers preferred to travel by train, a noticeable cleavage was shown between the "regular" air passengers—those who make 75% or more of their trips by plane—and the occasional travelers and those making their first flight. Apparently it is only unfavorable weather which can cause the first group to take a train.

The second group, which made up 57.5% of those interviewed, could be switched back to trains under certain conditions, as follows:

Unfavorable weather ..... 21.8%  
For short trips with trains faster.. 15.8

When overnight runs lose no business time ..... 10.5  
When there is no need to hurry.. 14.0  
Do not like night flying..... 12.3  
Pullmans preferred ..... 2.5  
Trains feel safer ..... 2.5  
When there is interesting scenery 2.5

Other reasons mentioned were: Money savings, when Pullman fare is less than hotel room, greater comfort of trains, air conditioning makes trains more comfortable in Summer, when traveling in a group, when other plane passengers are inexperienced flyers. Of those passengers who make 75% or more of their trips by air, 52.6% said that under no circumstances would they prefer to travel by train—as against only 27% of the other group.

## How Might Railroads Recapture Lost Passengers?

We direct attention of railroad executives to the answers made to the question, "What conditions, or changes, would induce you to travel more by train?" Faster train schedules and lower fares were the demands that stood out above all others. Some of the other reasons are controllable by the railroads; others, like weather, are not:

Faster train schedules..... 42.2%  
Bad weather ..... 4.4  
Need for making more short trips 2.2  
More air conditioned trains..... 3.0  
More comfort through better chairs 3.7  
Less vibration through electrification ..... 1.5  
Improved sleepers ..... 1.0  
Cleaner trains ..... 3.7  
Cheaper dining car service ..... 3.0  
Lower train fares ..... 19.2  
Scenery worth seeing ..... 1.5  
No other means of travel available ..... 1.0

## Will Air Scrip Books Be Popular?

During the progress of the survey the air lines announced a proposed plan of selling interchangeable mileage books—\$500 worth of air travel for \$425. Mr. White and Miss Arnold gave their investigators a question on this and the reactions of 64 passengers were secured. This is admittedly a small sample of the air public, but the answers point rather definitely to the possibility that the transport companies made a mistake in making the cost of the book so high. Many of those who welcome the idea are travelers who use planes constantly—as, for example, one man who makes 100 trips a year between Tulsa and New York or Chicago. Of course he will buy a mileage book, but this will not cause him to do any more air

traveling than he does now. Many others made the same comment. On the other hand, nearly half of the passengers interviewed said the idea might be good for the other fellow but not for them. They said that their air travel was too infrequent or the price of the scrip book was too high. Several said they would be tempted to use the planes more frequently if interchangeable books were available in a \$100 denomination.

The responses of the 64 travelers were divided as follows:

	<i>Passengers</i>
Approves—and will use.....	22
Will consider favorably.....	8
Good idea for the other fellow, perhaps, but couldn't use that much transportation .....	26
Would buy in \$100 or less denomination .....	6
Not interested—because someone else pays the expense (sounds like a salesman!) .....	2
Do not believe the lines will go through with it .....	2
Do not think the 15% saving is enough to be interesting .....	1

## Special Investigation Among Hotel Porters, Travel Bureaus and Sales Executives

In addition to interviewing passengers at airplane ticket offices and flying fields, the Market Research Corporation of America sent their investigators to New York hotels, travel bureaus and sales executives.

The head porters were interviewed in the following New York hotels: Taft, Lincoln, Pennsylvania, Commodore, McAlpin, Biltmore, Waldorf, St. Regis, Savoy-Plaza and Ambassador. They were asked such things as what percent of guests purchased tickets through them, how these were divided sectionally, how the tickets were divided by means of transportation, and what the porters recommended when asked about the most satisfactory method of travel.

The consensus indicates that about 80% of hotel guests purchased transportation through the porter's office; that 40% of the travel is to the Middlewest; 30% to the South; 20% to New England, and 10% to the Coast. They reported the following sectional diversion of travel:

	<i>Midwest</i>	<i>South</i>	<i>New England</i>	<i>Coast</i>
Plane	25%	10%	15%	30%
Train	30	20	35	40
Bus	35	30	10	10
Drive	10	5	20	10
Boat	..	35	20	20

When asked for their advice regarding means of transportation, seven said that they recommended the train, giving the following reasons: Safety, comfort, air-conditioning, speed, reliability. Two recommended the bus for the following reasons: Cheaper,

SALES MANAGEMENT



prettier drive. One recommended the plane, for the following reasons: Faster, just as cheap, comfortable, cool in Summer, safe.

A leading travel bureau reported that about 25% of the passengers expressed the desire to fly but that most of them felt that they couldn't afford it. Many do not realize that the speed of planes cuts down costs by eliminating meals *en route*, over-night stops and similar expenses. "We only recommend the plane when the party says he is in a hurry, seems able to afford the outlay, and wants to go some place fairly far off, say about 100 miles; otherwise we recommend the train, bus or boat, depending on the circumstances, speed required, or other factors. We get more inquiries about airplane rates and schedules to Chicago than to any other city."

Sales executives in five companies were contacted regarding their policies in connection with sales travel. These companies were the Standard Oil Company of New Jersey, U. S. Gypsum Company, F. W. Dodge Corporation, Continental Baking Company, and the Chicago Tribune-New York Daily News Syndicate.

The policies of the five companies are outlined below. The comments are not listed in the order of the presentation of the company names.

1. This concern is very careful of traveling expense, and, except in the case of higher executives, directs the means of travel to be employed. Usually this is by railroad. Pullman fare is allowed, and the only reason given for this type of transportation was that the "company men had always traveled that way."

#### Planes for Head Men Only

Under no circumstances were men on the road directed to use the plane, although higher executives frequently do in order to save time. Apparently it is felt that plane travel is more expensive, and also that the danger element is such that the company would not wish to be responsible for ordering employees to travel by plane.

2. In this company train-plus-Pullman expense is allowed, and no orders are given regarding the type of transportation to be used. Under no circumstances are salesmen ordered to use the plane, although many of them do when making long jumps (Chicago to New York, etc.). Executives frequently fly to Boston, Chicago, etc.

Apparently there is no set policy of not ordering men to use the planes—it just isn't done. Discussion has been entered into regarding comparative expenses, and the conclusion has been that the plane costs about the same as the railroad.

3. There seems to be no set policy in this company, although the respondent was familiar only with the travel policies of the higher executives, their assistants, and others in contact with the executive offices. Many of these men use the air in order to save time, to complete a conference in New York, for instance, and reach Detroit in time for another on the same day. The matter of expense does not seem, in these cases, to enter into consideration.

4. This company allows train fare and Pullman. Many of the traveling executives use plane service, although not always, since it is generally con-

sidered pleasanter to travel by train. There is no set policy regarding travel, that is, means of transportation and expense are considered only as mentioned above.

5. Although no orders are given regarding the type of transportation to be used, the 20th Century is most generally employed. Most travel in this organization is between New York and Chicago, and by using the train little or no business time is lost. The owner of the company is very air-minded, however, and makes no objection to air travel. Several of the men use the plane exclusively. Expense does not seem to be an important item.

## Outstanding Sales Executive Wanted

A large and highly successful company, manufacturing products sold through the retail grocery trade, has a most unusual opportunity to offer a General Sales Executive who is capable of filling the position.

This man must have a wide and successful experience in the merchandising and selling of some product distributed through retail grocery channels.

He must have a personality that will enable him to obtain the full co-operation of his associates, and inspire confidence in his subordinates.

He must have a thorough knowledge of merchandising and selling in the field which will enable him to develop practical, workable, merchandising plans, and have the driving force necessary to direct their successful execution.

This man must be old enough to have had the experience which will qualify him for this position, and still be young enough to work with the present aggressive, high-powered selling organization.

Positively no personal interviews will be accorded until a written application has been received which will cover fully the age, nationality, present position, past experience, present residence, and other pertinent information.

All letters will be treated in strictest confidence, and no inquiries or investigations will be made until the applicant has been given an interview and his permission obtained.

The man securing this position must be of the calibre and ability to command a salary of at least \$25,000 a year at once. Address Box 456, SALES MANAGEMENT, 420 Lexington Avenue, New York City.

# MEDIA and AGENCIES



## United Front for Newspapers

A \$300,000-a-year plan to enable the 1,938 daily newspapers of the country to present a "united front" in developing new advertisers and in increasing the use of the newspaper medium, chiefly against the competition of magazines and radio, has been outlined in the report of a committee of the Newspaper Representatives' Association of New York.

The plan previously had been approved in principle by the Newspaper Representatives' Association of Chicago and by the Newspaper Advertising Executives' Association.

It involves reorganization of the Bureau of Advertising, American Newspaper Publishers' Association, to include "supervision of publicity, legislation, agency recognition and credits, agency relations" and representation of "the newspaper industry in all its national advertising affairs."

The present Bureau of Advertising, 22 years old, embraces 342 newspapers. To its board of directors (now known as the "committee in charge") would be added four newspaper representatives, two from New York and two from Chicago, who would have equal status with the publisher members. The B. of A. would become a "Central Advertising Bureau." Actively at the head of it would be "one of America's most successful administrators." His position would be comparable with that of Will Hays in motion pictures or Judge K. M. Landis in baseball.

### The Men Behind the Plan

Heads of the three associations are Harry Prudden, Prudden, King & Prudden, of the New York representatives; Walter Doney, Texas Daily Press Association, just chosen president of the Chicago representatives, and Irwin Maier, Milwaukee *Journal*, of the Newspaper Advertising Executives' Association. Raymond McKinney of J. P. McKinney & Son is chairman of the committee who outlined the plan to the New York representatives last week. It has not yet been submitted to newspaper publishers generally nor to the present supervisors and executives of the Bureau of Advertising. Frank Tripp, the Gannett Newspapers, is chairman of a committee of the NAEA which will meet soon with a subcommittee (not yet appointed) of the committee in charge of the Bureau of Advertising to discuss the "united front."

Introduction to the proposed program stated that "the national lineage situation and the aggressive and progressive methods of competing media should awaken all newspaper publishers to the immediate need for concentrated and adequately financed action centered in a major effort which shall be of value to every newspaper, large or small and wherever published."

It was pointed out that advertising agencies "came into being through the desire of the newspaper publishers, who, in the beginning, were almost the sole purveyors of advertising service. . . . The fundamental reason for the general advertising agency was the development of new newspaper accounts and the proper servicing of these accounts to insure that advertising would be employed intelligently."

With the advent of other media, it was explained, the general agency has "departed, to a large extent, from the mission for which it was created" and has become "a sort of referee in the allocation of advertising appropriations. Perhaps no other industry—surely none of the importance of newspaper publishing—has transferred its entire creative and sales effort to outside agents, . . . operating with the widest freedom . . . and entirely without control, supervision or guidance."

On the other hand, "we advocate no change in the present general agency set-up. We still subscribe to the fundamental principles on which the general advertising agency came into being." But "we do believe that the newspaper industry should develop another creative force for disseminating a wider knowledge of the value of newspaper advertising and how best to use it. Until we do we shall be confronted with a constantly decreasing volume of sales in the general field."

### Tools for Regaining Lost Business

"Why are there not more newspaper accounts? . . . Can we leave to the general agency the work of increased newspaper appropriations? Here is the record. There are 1,500 advertising agencies. Four hundred and seventy-three are recognized by the ANPA. Fifty-six agencies bought 80.7% of the total newspaper sales. One hundred and thirty-one bought 12.5%; 244 bought 2.7%; 929 bought nothing."

Although the newspaper representative helps to develop newspaper advertising, as well as to sell his "own" newspapers, the "material available to help him is extremely limited. He is not equipped to do this work, nor is he adequately financed, largely because such primary effort has been delegated by the newspapers to the general advertising agency."

Under the plan, each of the 1,938 daily newspapers would contribute to the work of the bureau on the same basis as the bureau's present subscription—\$2 a month a penny of minimum national rate. The combined national rate is \$124.37. "Support of the bureau on the present basis . . . would provide a fund of \$298,248 each year." Subscriptions would be made "for at least four years."

Necessity for effective "public relations" was stressed. The executive in charge of this—a man able "to unlock doors, to gain the sympathetic and understanding audiences so essential to success in any effort of this sort"—would be "in addition to the present staff." There would be a research department, "far superior to that of any other group, to prepare specific studies, plans and sales figures," and "to attack this problem exactly as does the advertising agency in soliciting accounts."

The bureau would prepare, or engage an agency to prepare, a series of campaigns "to be supplied to all local newspapers for use in selling newspaper advertising to regional manufacturers." Increasing competition, this would thus increase advertising.

The bureau would prepare and supply to each newspaper "the newspaper story as opposed to the radio and magazine story" for the local advertising departments to

use in selling retailers, district or branch offices of manufacturers, and manufacturers themselves when situated in the newspaper's territory. Both magazines and radio, it was shown, conduct "a constant selling campaign" on these groups. "If any part of the whole advertising and selling set-up belongs to us, and us alone, it is the local retailer."

"As part of each member's cash subscription, there shall be given a fixed amount of advertising display space, . . . not for the promotion of advertising but for the purpose of talking directly to specific industries, individual accounts or certain executives"—the automotive industry in Detroit, camera people in Rochester, orange growers in California and Florida, banking executives in New York, clothing manufacturers in Chicago. "Magazines successfully employ this method, not only to sell their publication but to open the doors of executive offices for their representatives."

There would be a year-round campaign in the newspaper, selling and advertising journals, with copy prepared by an advertising agency.

"There is some ballyhoo in every business. We need it too. It's putting your best foot forward. If an agency can spend \$5,000 in making a survey, study or presentation, let us do the same thing. We can afford it and we can do it more effectively." Above all, it was urged that the medium "stop all this vicious competitive advertising of newspaper against newspaper."

Although not mentioned specifically in this program, these groups have been seeking to check the widening differential between general and local rates, which is now causing 35 to 40% of manufacturers to advertise through stores at local rate and which is costing newspapers, it is estimated, about \$25,000,000 annually.



Walter Young



F. I. Archibald

## Hearst Changes

Walter Young, formerly advertising manager of the New York *Evening Post*, has been appointed assistant publisher of the New York *American*. The appointment was announced by Edmond D. Coblentz, publisher of the *American*.

Fred I. Archibald has been appointed associate publisher of the Omaha *Bee News*. Mr. Archibald, who was formerly advertising director of that newspaper, has been advertising director of the New York *American* for the last two years.

Louis J. F. Moore, formerly promotion manager of the New York *American*, has been appointed promotion manager of the Hearst business magazines—*Motor*, *American Druggist* and *American Architect*.

## Annual Advertising Awards

*Advertising & Selling*, which is sponsoring the competition of new annual advertising awards, which continue the aims and achievements of the Harvard Advertising

SALES MANAGEMENT



Awards, discontinued in 1930, announces that all entries for this year's series must be submitted not later than December 31. Eligible for the competition are all advertisements or campaigns appearing in the United States or Canada during the calendar year of 1935.

## Good Housekeeping's Who's Who

*Good Housekeeping* has compiled its annual record of total lineage placed by advertising agencies. The first 10 for the calendar year of 1935 were:

	Lineage	Position		
	1935	1935	1934	1933
J. Walter Thompson Company	75,265	1	1	1
N. W. Ayer & Son, Inc.	35,475	2	2	3
Young & Rubicam, Inc.	23,429	3	3	2
Lord & Thomas	21,729	4	5	4
Batten, Barton, Durstine & Osborn, Inc.	16,784	5	4	8
McCann-Erickson, Inc.	15,819	6	6	7
Blackett-Sample-Hummert, Inc.	13,450	7	9	10
Blackman Advertising, Inc.	13,156	8	8	5
Erwin, Wasey & Co., Ltd.	12,914	9	7	11
Maxon, Inc.	11,011	10	14	16

## Business Editors Elect

Raymond Bill, SALES MANAGEMENT, New York, has been elected president of the National Conference of Business Paper Editors, an affiliate of Associated Business Papers. He succeeds Arthur Anderson, *Boot & Shoe Recorder*.

James B. Lyne, *Railway Age*, and J. L. Frazier, *Inland Printer*, were elected vice-presidents; E. F. Cone, *Metals & Alloys*, treasurer, and H. J. Payne, New York, secretary.

## Butterick's Reorganization

Federal Judge Knox has given final approval to the plan of reorganization of the Butterick Company—a plan which simplifies the financial structure, sharply reduces the fixed charges and brings new capital into the company.

*Delineator* suffered a decline in advertising lineage during the receivership period, but Stanley Latshaw and his associates expect a comeback now that the financial troubles are ironed out, Butterick's trade magazine, *The Progressive Grocer*, is within 2% of its banner year in advertising.

## Fawcett—and Others

The Fawcett Women's Group is releasing today a survey on foods, which will be followed soon by similar surveys on drugs and cosmetics, and household and general. The survey is based on a questionnaire of 212 questions covering the whole range of vital statistics, earning and spending power, brand preferences, etc., and was mailed to a list of 150,000 people. Seventeen thousand replies have been received by the Chicago office of Ruthrauff & Ryan, which handled the survey.

*Chain Store Age* has appointed Blanchard-Nichols-Osborn as advertising representatives of all editions for the entire South, with the exception of Atlanta. . . . Allan E. Beach, formerly advertising manager of Littleford Bros., has joined the staff of *Modern Brewery*, as managing editor. . . . *Western Farm Life* will resume publishing semi-monthly issues in January.

## Many Agency Changes

W. F. Whitney, Boston, makers of maple furniture, to Batten, Barton, Durstine & Osborn. . . . Sweet-Orr & Company to Frank Presbrey Company. . . . Sesamee Lock Company, Hartford, to the Manternach Company. . . . Fifth Carpet Company to N. W. Ayer & Son, Inc. . . . United

Steel and Wire Company, Inc., Battle Creek, Michigan, to Federal Advertising Agency. . . . All products of Bauer & Black, division of the Kendall Company, to Ruthrauff & Ryan, Inc.

The Hickok Manufacturing Company, Rochester, to the New York office of Tracy-Locke-Dawson, Inc. . . . York Ice Machinery Corporation to J. M. Mathes, Inc. . . . The air-conditioning and refrigerating department of the General Electric Company to Maxon, Inc. . . . Amity Leather Products Company, West Bend, Wisconsin, and Rolfs, Inc., to Homer McKee, Inc. . . . Madeira Wine Association to Charles W. Hoyt Company. . . .

Vadco Sales Corporation to Blackman Advertising, Inc. . . . Chicago and Alton Railroad to Erwin, Wasey & Company. . . . California-Western States Life Insurance Company to Emil Brisacher and Staff. . . . Polaris Company, Inc., to Churchill-Hall, Inc. . . . Barnes Products Company, Wall Chemicals, Inc., and the Detroit X-Ray

Sales Company, all of Detroit, to C. E. Rickard Advertising Agency. . . . Truslow Poultry Farm, Inc., Chestertown, Maryland, to The Federated Sales Service, Boston.

Among the personnel changes of the fortnight are:

George Bijur, recently sales promotion manager of C.B.S., has been appointed director and vice-president of Fletcher & Ellis, and Harry E. Houghton, formerly Vice-president of the Geyer, Cornell & Newell Company, has been made an account executive of the same agency. . . . Arthur Livingston has been made merchandising manager of Lennen & Mitchell, Inc. . . . D. H. Bacon, formerly advertising manager of the Surface Combustion Corporation of Toledo, has been made an account executive of Ketchum, MacLeod & Grove, Inc. . . . George J. Podeyn has been made radio director of the New York office of Fuller & Smith & Ross, Inc. . . . Malcolm Hart has joined the new business department of Lord & Thomas, Chicago.



REACHING  
MORE THAN  
**4 out of 5**  
BALTIMORE  
FAMILIES

*60,000 Extra Buyers*

— is the plus value you receive when you use the News-Post.

Not only does News-Post advertising mean better than 4 out of 5 coverage of Baltimore's families (84.4% to be exact) but the total circulation of 200,701 (12 months average) means 60,000 MORE than any other Baltimore evening daily—and at 35¢ a line.

These extra buyers represent a retail market of more than \$50,000,000 a year. Tell them and sell them through the News-Post.

# BALTIMORE NEWS-POST

Represented Nationally by

HEARST INTERNATIONAL ADVERTISING SERVICE

RODNEY E. BOONE, General Manager

*On Sundays* The Baltimore American has a plus coverage, too. 227,842 circulation—the largest in all the South and 20,000 more than any other Baltimore Sunday Newspaper.

# Program of National Federation of Sales Executives to Be Announced

As this issue of SM goes to press, the Committee on Organization of the National Federation of Sales Executives has virtually completed the task assigned to it. Likewise, the Nominating Committee has drawn up a slate of officers and directors—which slate, together with the constitution and program as prepared by the Committee on Organization, is being put into printed form in order that they may be submitted for formal ratification by the charter members. Once this has been done, the Federation will begin to function actively in the matter of inviting the various sales and marketing associations and clubs to become affiliated as association members.

Meanwhile, Raymond Bill, chairman of the Committee on Organization, has made two preliminary talks about the contemplated plans of the Federation, one before the annual convention of the American Marketing Society held this month in Atlantic City, and the other at the joint meeting of the Direct Mail Association and the Boston Advertising Club, held in Boston last week.

Recent additional enrollment in the charter membership includes the following:

Harry R. Tosdal, Professor of Marketing, Harvard University, and president, National Association of Marketing Teachers; Frank W. Lovejoy, Socony-Vacuum Oil Company, Inc.; D. D. Couch, Standard Sanitary Manufacturing Company; L. A. Snyder, William G. Johnston Company, and secretary of the Sales Managers' Club of Pittsburgh; W. C. Arther, F. A. Ensign Advertising Agency, Inc.; Carl Wollner, president, Panther Oil & Grease Manufacturing Company and former president of the Ft. Worth Sales Managers Club; J. S. Shaw, vice-president, Brown & Bigelow, former president, Sales Managers Association of St. Paul; and Henry Booth, sales manager, Shawinigan Products Corporation.

## Business Papers, in New York Meeting, Pass Resolutions

At the meetings of the Associated Business Papers, Inc., and the National Conference of Business Paper Editors, held in New York on December 2 and 3, a series of important addresses were delivered during the day and evening sessions by outstanding authorities. These included Colonel Knox, publisher of the Chicago *Daily News*, who discussed collectivism in America; Honorable Henry F. Grady, head of the Trade Agreement Division of the Department of State, who talked on the recently concluded trade agreement with Canada, and S. Wells Utley,

president of the Detroit Steel Castings Company, who talked on today's responsibility of the employer.

The theme for one of the sessions was "What Is Ahead?" and was covered for the building field by Rolland J. Hamilton, president, American Radiator Company; for business paper publishing by Colonel Willard T. Chevalier, vice-president, McGraw-Hill Publishing Company; for transportation by Joseph Eastman, Federal Coordinator of Transportation, and for distribution by A. D. Whiteside, president of Dun & Bradstreet.

During the session the following resolutions were passed:

### On Government vs. Business

Recognizing that American industry has achieved its present high level of efficiency that has won the admiration of business throughout the world through the free rein given private initiative, spurred on by the hope of financial reward, we deplore the increasing trend toward

usurpation of managerial responsibility by governmental agencies, with the inevitable tendency to lessen individual initiative that will result therefrom;

Be it resolved, that we urge on those responsible for the formulation of the policies of government the acceptance as a definite principle that governmental agencies should withdraw from every form of competition with or management of private business as rapidly as conditions may permit, looking to the confining of their activities to such regulation as may be necessary to prevent injustice and insure equality of treatment to all.

### On Taxing of Payrolls

Whereas, there seems to be considerable merit in certain of the objects embraced in the Social Security Act, and whereas there also seems to be considerable reason to doubt the wisdom of the methods for financing its operation as regards taxing payrolls, these doubts involving not only constitutionality but also the possibility that this Act will materially increase unemployment, therefore, be it resolved that it is recommended to Congress that effective operation of such provisions of the Social Security Act be suspended for an additional year to the end that more thorough, factual studies can be made of the subject.

### On Balancing of Budgets

Whereas, it is the thought and opinion in a majority of the fields of American business and industry that until the principles of thrift, economy, and balanced budget which have been so essential to the success of private enterprise are manifested as accepted objectives of Federal, State and local government, be it resolved that the members of Associated Business Papers, Inc., feel it a matter of public duty to express a warning in the matter of government expenditures that unless and until such expenditures are curtailed there cannot be the nationwide return of confidence that is essential to sound recovery as distinguished from speculative inflation.

# The Ladies: Your Sales Allies or—

(Continued from page 690)

test for salesmen, we definitely laid plans to secure the cooperation of the wives in backing their salesmen-husbands to greater efforts. In the first issue of a newspaper issued periodically during the contest, the following announcement of the part the wives were to play in the contest was made. It read, in part:

Prizes for wives, sweethearts or mothers of leading Kelvinator salesmen have been offered by the sales manager in recognition of the important part the "women folks" play in the success of any selling man. Every Kelvinator salesman entered in the contest is going to have the opportunity of winning a beautiful fitted case for presentation to his "best girl."

"I believe that the wives and families of our salesmen play an extremely important part in their success, and I believe that fact should be recognized and rewarded in this Christmas campaign," the sales manager said, when plans for the Christmas activity were made. For that reason he insisted upon offering a prize which would be distinctly for women. . . .

"During this Christmas campaign, wives of salesmen can do many things to help their husbands increase their sales, thereby increasing their own profits, as well as making them eligible for the many prizes which this Christmas contest offers."

"Much interest was aroused during the campaign in this part of the contest. There was a great deal of rivalry among the salesmen for the honor of winning a prize for their wives, who undoubtedly were instrumental in helping their husbands in the contest.

"Another part of that same Christ-

mas contest provided for actual participation by the wives in one part of the contest. This direct appeal for cooperation of the salesmen's wives with Kelvinator was announced as follows:

There is a Santa Claus, and in this Kelvinator Christmas campaign he has gifts for women as well as men!

Which is our way of saying that starting now, and continuing until December 1, wives, mothers or sisters of Kelvinator salesmen who are enrolled in the Kelvinator Christmas contest are offered an opportunity to win some valuable prizes, through the expenditure of only a few moments' time. There are seven grand prizes, and, in addition, every woman entering the contest wins something.

First, your husband, brother or son must be a member of the Kelvinator Sales Organization, and must be entered in the Christmas contest.

Second, solve correctly the crossword puzzle printed below. Send it, properly filled in, to the Contest Editor, Kelvinator Corporation.

Third, write a letter of not more than 100 words on the subject: "How I Help My Husband Sell Kelvinators." Send it with your crossword puzzle solution to the Contest Editor.

Kelvinator wants to know just what wives and feminine members of salesmen's families are doing to help their husbands get business. Maybe you are helping your husband plan his activity. It may be that you are doing a little cold canvassing to help him find prospects. Possibly you are doing a lot of word-of-mouth advertising for him. There are dozens of ways in which Kelvinator salesmen's women folks constantly enter the sales picture. We want to know about it.

"From the results we have obtained, we know that this sort of activity does



much to help our salesmen to new sales records."

T. A. Crawford, general sales manager of the Timken Silent Automatic Company, Detroit, follows a similar procedure. "Whenever we offer merchandise prizes in contests," he states, "we include a number of awards for use in the home and others which are distinctly appealing to the wife."

"In all such cases we send the promotional material to the home so that the wife will be familiar with the program and with the prizes which have an appeal for her."

"Some of our managers," continues Mr. Crawford, "make the acquaintance of the wife of a new salesman immediately after his employment. This is for the purpose of showing her the opportunities of the business and also explaining the demands it will make on her husband's time so that she will have a sympathetic attitude toward the evening work he will be required to do. It also helps to stiffen his morale when he meets with initial discouragement."

"Of course, with a large and widespread retail selling organization it is difficult to establish personal contact with the members of all our salesmen's families. However, we are able to get very much closer to the wives of our key men, including branch managers and wholesale salesmen, who constitute a smaller group."

"On Winter vacation trips as rewards for contests we have established one quota entitling the man to make the trip, and have given him the chance to include his wife by making a higher quota."

### How Firms Entertain the Ladies

Ohio National Life Insurance Company, Cincinnati, is another in the group which rewards quota-busters with all-expenses-paid trips. Members of the company's Builders Club (crack salesmen) held a convention at Yellowstone Park, combining jollification and business. Those who attained a certain quota were entitled to bring their wives to the hotel headquarters. All bills for meals, rooms and entertainment were paid by the company. If the salesmen reached a higher quota the traveling expenses to and from the convention were also paid.

The necessity for frequent personal contacts on the part of the general sales manager or branch manager, with the wives of the men, is emphasized by a number of the executives who contributed to this discussion.

"As an example of this," one Albany sales manager says, "only this past week I had occasion to call on our New York representative. When

I talked to him over the phone, I suggested that he bring his wife with him to be entertained by my own wife while in Albany. Fortunately another one of my men, who lives in Albany, happened to be at the mill at the time, so we had an informal get-together and a very pleasant evening. This gave us the opportunity of letting the wives know just what we were doing in our department."

"This Summer, my Chicago salesman planned to spend some time in New York on his vacation, so I invited him and his family to stay at my home while he was in the vicinity. We spent several pleasant days together and I even took some time off from business so that I could show them some of the points of interest. Whenever I have occasion to be with a salesman when he is near home, we always get together for dinner or an evening's entertainment, and, of course, the wives are always included. The one thing to stress at all times is making the ladies feel that they are a part of the organization. When this is done, you'd be surprised how quickly they become interested in helping their husbands with their work."

In many companies it is necessary for salesmen to work during at least part of the evenings in the week, or to

attend sales meetings held after dinner. In others, the men may be away from home frequently over the weekends. The wife who knows the sales machinery of the business and is informed of special sales drives and other current company news, and is made to feel that she has a definite part in what is going on, is far less likely to pull against the company when business interferes with her husband's social life.

Elza Hawkins, general manager of Good Humor Ice Cream Company, Los Angeles, believes that "a definite schedule of contacting wives would not produce the best results. It would be too obvious to the normal 'Missus.' Furthermore, the little pleasant surprises would be eliminated by a system which functions too frequently."

However, his firm has, from time to time in the past nine years, directly or indirectly, bid for the interest and encouragement of the wives toward their husband's employment. We have sent bulletins of some of our contests to the salesmen's home addresses. These were worded carefully for the purpose of creating enthusiasm in the wives as well as in the salesmen."

The Good Humor Company, in addition, gives an annual Christmas banquet for all employes and their wives, sweethearts or mothers. There

## 50,000 Akron Motorists Sign Pledge to **SAVE A LIFE**

Campaign of BEACON JOURNAL SAFETY  
COUNCIL stops appalling loss of life from  
automobile accidents

### SAFETY PLEDGE RULES

1. Never operate at reckless speed.
2. Drive on right of highway.
3. Stop at all S-T-O-P signs.
4. Refrain from jumping traffic lights.
5. Make turns from the proper lanes.
6. Signal before turning or stopping.
7. Give right of way in doubtful cases.
8. Heed pedestrians' rights.
9. Never pass on a curve or top of hill.
10. Slow down at intersections and schools.
11. Keep my vehicle in safe condition.
12. Be courteous and considerate of others.

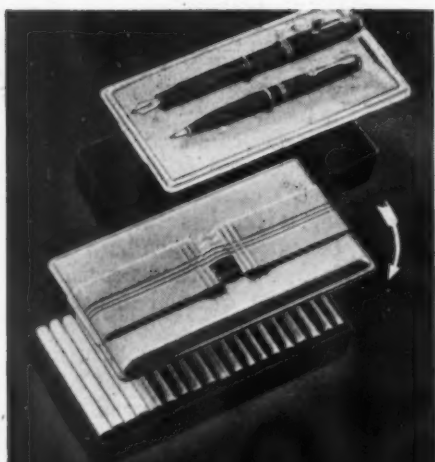
Front page story October 25th, "Careless Drivers! 89 Akron Dead Speak to You" starts campaign which has slowed down city traffic from five to seven miles per hour and cut death toll over 60% the first month of campaign.

Responding to the leadership of the Beacon Journal, over 50,000 motorists have already signed the SAVE A LIFE pledge and asked for windshield stickers, also furnished for identification.

There is no happen-stance about AKRON BEACON JOURNAL leadership in this market. It is built solely on consistent editorial excellence. Such a premium news medium always provides real plus value for the advertiser.

## AKRON BEACON JOURNAL

Member A.B.C. - Major Markets Newspapers, Inc. - Represented by STORY, BROOKS & FINLEY



This Plaskon Utility Case  
**GIVEN  
OUTRIGHT**  
for Christmas  
with this famous  
**PARKER VACUMATIC**  
Pen and Pencil Set

**The Revolutionary Pen  
That Holds 102%  
More Ink and Shows  
When to Refill!**

**Y**OUR customers—your employees, from the lowliest up to the highest executive or officer—WILL STAND UP and CHEER when they see the celebrated name "Parker Vacumatic" on the Pen or Set that you give them. And don't you think that they won't look for this name. That's the first thing they will look for on any Gift-Pen or Set. Don't disappoint them.

You'll save a lot of useless mental and physical exertion if you just call or drop into any nearby store where pens are sold and tell your retailer the number of these laminated Pearl Parkers you want. For no amount of exertion on your part can produce a gift at these prices that will be so eagerly received!

If you get the beautiful laminated Pencil to match the Pen, the dealer will mount the pair in this Plaskon Utility Gift Case—so handy to use as a depository for cigarettes, shirt buttons, or other jewelry, when the Pen and Pencil have been removed. No extra charge if the Set is purchased before Christmas.

Go and see it today, or telephone your dealer to send some for examination. The Parker Pen Co., Janesville, Wis.

**Parker**  
**VACUMATIC**  
GUARANTEED MECHANICALLY PERFECT  
Junior, \$5, Over-Size, \$10 **\$7.50** Pencils, \$2.50, \$3.50 and \$5

[720]

a résumé of the company's program is given and the spotlight is turned on those employees who have contributed most. The promotions in rank are also announced at this time. Conversation and consideration are focused on salesmen's records and their importance in the minds of company officials. Naturally the womenfolk present are quick to see just whose husband gets the recognition.

D. E. Lavin, manager of sales distributing for Shell Petroleum Corporation, St. Louis, is another advocate of home pressure to reinforce that at the office. "Experience has revealed that our most successful contests are those embracing merchandise awards," he declares.

### Investigates Domestic Woes

"In such contests we have made it a rule to send all mail, merchandise catalogs, etc., to the home address of the salesmen. This had the desired result, for the home folks became interested; especially so when there was a possibility of obtaining, through the contest, some article of furniture or household appliance.

"As a large percent of our men must be away from home the major portion of their time, we are definitely sure that their wives, because of the interest established through mail pieces sent to the homes, are more sympathetic and have a better understanding of the situation than would otherwise be the case.

"Our divisional sales managers are advised of any salesman's domestic difficulties. These are handled in whatever manner appears best to the managers. Infrequently this means a call at the salesman's house, but usually we find the situation can be cured by a chat with the salesman alone."

"We recognize the importance of the wife behind every man's job," says C. W. Kaylor, vice-president of the Jewel Tea Company, Barrington, Illinois. His firm leaves no stone unturned to gain and keep her willing cooperation:

"Our first contact with the wife is when a salesman is employed. Our regular procedure includes a visit to the prospective salesman's home by our local manager, with the second or third interview being held with both the prospective employee and his wife in their home. An enthusiastic and interested wife and apparently harmonious home conditions determine to a large degree our decision in hiring a man. We attempt to cover the details of our job as minutely with the wife as we do with the man, since we want to be sure she understands completely every possible demand the job may

make on her husband's time and energies.

"After a man is employed, we make special effort to make a wife feel that she is part of the company. We sponsor a local organization in each branch for social purposes, and these clubs regularly hold parties and various meetings. In addition to these activities the company has in the past financed and made possible branch picnics which every salesman, with wife and family, attends. These picnics are held on the same day and at the same time all over the country. At a national picnic, held a year ago, we took the occasion to have our President Karker address all members of the organization and their families by means of a national telephone hook-up which connected everyone of our 83 branches scattered all over the United States.

"One of our most effective methods of holding the interest and cooperation of the wives is through the use of periodical contests. Awards of merchandise for the home are used, with the wives fully advised in advance of the contest, the nature of the awards to be won, and the requisites of the individual men to win. Her wish to secure one of the awards is fully reflected in the results obtained by the men.

### Wives Know Jewel Products

"We also have a bi-monthly company paper that goes to the home of every employee. This paper contains current news of company activities and is largely made up of news items about people. We try to feature pictures of Jewel families and publish anniversaries, weddings, births, and deaths. We also use this paper to publicize our contests.

"Another means of keeping the Jewel wife interested is through our branch demonstrations which are held by our Home Economists traveling in the field. These women hold their demonstrations at the branch building in the evening. The men and their wives are invited to attend and eat a meal which is prepared in their presence. This is done to impress on them the quality of our products and demonstrate new and different recipes using our groceries.

"We plan to continue our efforts to keep the wives of our company interested and loyal."

Thus in diverse ways do sales managers seek to win the cooperation of salesmen's spouses. Well do they know that a man who starts the day with a glow, not a grouch, will end it with a sheaf of contracts instead of a crop of limping alibis.

SALES MANAGEMENT



## Advertising Campaigns

(Continued from page 700)

slathered onto it. And the very swell-est Wilken Family Whiskey recipes I personally picked up during my forty and more years in the whiskey business."

More than a quarter of a million of the books have been distributed. Recipients do not "pay anything, because it's a present." Mr. Wilken deserves one of the "big plump chickens with crispy crust on him—and stuffing and gravy and all," for his lip-smacking copy. Lord & Thomas, obviously, deserve a bottle of "the mildest, tastiest whiskey you ever got a swallow of."

### Safe Soda

When four people died as a result of consuming repackaged baking soda that had been contaminated by rat poison, Church & Dwight became a newspaper advertiser. The deaths occurred in San Francisco. C & D, and its agency Dorrance, Sullivan, are in New York. A 1,200-line ad, however, went off by photoradio and within 24 hours appeared in 53 West Coast dailies and in the next issue of 400 weeklies from California to Colorado.

Dr. J. C. Geiger, health officer of S. F., was quoted in the copy as stating: "There is no danger in the use of standard brands of baking soda when bought in the manufacturer's original package." Arm & Hammer brand, C & D's product, it was pointed out, "is packaged under conditions which make contamination impossible. It is approved by the American Medical Association" and "meets all requirements of the U. S. Pharmacopoeia."

### Chained to Safety

Four makers of tire chains are chipping-in on a safety campaign in newspapers and magazines. The first 10,000 drivers who induce two friends to use bar-reinforced tire chains were promised a "reward for making driving safer": A Schick razor and 20 blades.

With the issue of the *Saturday Evening Post* containing the offer barely dry from the presses, a matter of hours, American Chain Company, Bridgeport, began to hear about "converts." Some correspondents wrote special delivery to say they didn't want a razor, but that they were preaching the safety gospel. American; Chain Products, Cleveland; McKay Company, Pittsburgh; and Pyrene Manufacturing, Newark, the four cooperators, are pleased as Punch. Reinecke-Ellis-Younggreen & Finn, Chicago, agents, are too.

DECEMBER 15, 1935



## Actual photograph\* of the family you hope your radio program is reaching

YOU can't see it—you can't taste it—you can't feel it—what is it? The air into which you project your radio program.

Yet thousands of dollars of **your money** are shot out into the air like the famous arrow—to come to earth you know not where. How many people hear the program anyway? Are all dials turned **against** your program? (The modern thumbs down.) Is your program picking up new listeners each night but losing the old ones? Is it steadily gaining for you a larger portion of the available audience? Have you one performer so unpopular that he is killing the rest of the show? Is your commercial alienating friends instead of creating buyers?

If some of these things are true, you are wasting part of your radio appropriation. It would cost you an infinitesimal fraction of this appropriation to have us do a **Coincidental Radio Survey** for you that would save this waste or convince you (and the directors) that the program **is right**.

Seven years of experience in this work have taught us how to adapt such studies to your individual needs and get the right answers.

\*Well, you hope your listeners look as prosperous as these models.

### THIS IS NEWS

We have done so much work of this kind that we can afford to reduce our prices and still maintain our quality standards. Send for our price list of **Coincidental Radio Surveys**.

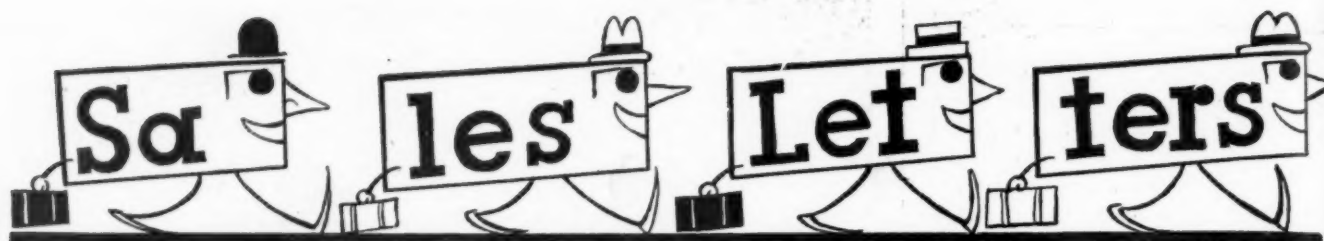
## MARKET RESEARCH CORPORATION OF AMERICA

Formerly Percival White, Inc.,  
and Arnold Research Service

Rockefeller Center, N. Y. City  
120 S. La Salle St., Chicago

**Prevents those wrong decisions, based upon faulty facts, which cost you time and money**

[721]



BY MAXWELL DROKE

## That Personal Touch Without Formality or Familiarity

A charming young lady has asked me to mount the rostrum this afternoon and speak a few well-chosen words in denunciation of those mailers who begin their misadventures so confidently and confidentially, "A friend has suggested that we write you..." My correspondent adds that most letters of this type which reach her desk are a dead give-away, since they are addressed to "Mr." instead of "Miss." She hardly believes that a dear friend, desirous of doing her a good turn, would be so careless in the manner of imparting her address.



Maxwell Droke

Now, I quite agree that this old "friend of yours" appeal has been shamefully abused by the charlatans of our craft. Yet in the ancient device there lurks a certain potency that I am loath to discard. Legitimately employed, it is an impelling aid to action. Perhaps I can best illustrate by a page from my own experience. In the business to which I

devote most of my time, we invariably ask our customers to provide the names of likely prospects. A good many thousand such names are accumulated in a month. And excellent names they are, too.

It seems a shame to treat these exceptional names precisely as we might a list culled from a general directory. A cold general letter is hardly indicated in such cases. No, there is a link there that calls for welding. The personal touch is needed. But how shall it be applied? An obvious course would be the usual form letter, with the addition, perhaps, of a filled-in line, "We are writing you at the suggestion of Mr. A. Ronald Rupenschnitzel." But the Postal Authorities say, "Nay!" No can do. Not if you want to mail under Sec. 562 P. L. & R. at a penny a person. Any personal reference is definitely out. If the item is a low-priced one, as most of our wares are, the personal touch is rarely worth the two additional pennies. So what?

Well, we have solved the problem, in a measure at least. We send these prospect names our regular general letter, but to each letter is clipped a small card. It reads:

"A friend of yours, who has read and enjoyed (name of book) has asked us to send you this letter, believing that you, too, will find it entertaining. We welcome this opportunity to tell you our story, and thank you for your gracious consideration."

We know from many tests that the enclosure, legitimately used, does pay. It increases returns sufficiently to well repay the slight trouble and expense involved.

### Standing Invitation

Mr. Droke is always glad to criticize sales letters and direct mail messages for our subscribers. There is no cost or obligation for this service. Address him in care of SALES MANAGEMENT, enclosing a stamped, addressed envelope.

## The Old Reliable Testimonial Still Packs a Hefty Punch

Just about the time we get a notion that maybe the poor old testimonial appeal has played out, and is about to expire of senile decay, along comes some fresh bit of evidence, reminding us that, sincerely used, it is still just about the most powerful force at our command. All of which is by way of preface to a letter, lately received from my friend, H. I. Cramer, of Sales Contests, Inc.

"Last month," he writes, "we worked up a very simple mailing piece—no teaser copy on the outside folds. Opened, it contained a hand-lettered heading, 'Read What this Organization has to say About Merchandise Prize Campaigns!' We then reproduced, in actual size, an unsolicited testimonial letter, telling of interesting results obtained by using a Merchandise Prize Campaign. . . . Underneath, we lettered a terse statement, telling how inexpensive and yet how effective a Merchandise Prize Campaign could be, and inviting prospects to write for a prize catalog. We mailed 1,800 of these inexpensive folders. Have already received 92 answers, and three actual sales have been recorded, with many more likely to be closed, as great interest apparently has been aroused."

## Getting a New Manager Set on a Sound Basis Is Shrewd Stuff

There is a great deal of sound psychology in this letter which the Household Paper Products sends to newly appointed branch managers. The manager, in the early days of his incumbency, is likely to be a bit overawed, and more than a little apprehensive. He is wondering whether his territory really has "possibilities"; whether there is the "makings" of a good income in it. Then along comes this letter, building up the possibilities to fantastic proportions, and then gently deflating the dream to a reasonable level. It is a plan that is fairly certain to give the new man added confidence. See how it works out:

"Congratulations on your branch manager appointment. We welcome you to our managerial staff.

"A branch manager controls 25 standard dealer territories. A standard dealer territory contains at least one thousand homes. The average home, properly served, will buy \$16 worth of Household Paper Products every year.

\$16 per home  
1,000 homes

\$16,000 sales per territory

\$16,000 sales per territory  
25 territories

\$400,000 sales per branch

"Now, don't get frightened. That's not your branch quota. We mention it merely to be sure you start in your new position as a branch manager with the correct vision of possibilities.

"There's a lot of money for you in a properly managed branch, even if you share a part of the overwritings with a field manager. There is a fine income in it for you, even if you don't get average sales from every home in every territory. We know you won't do that—no branch manager ever has, or ever will. However, even if you get only *one-tenth* of the "possibilities" shown above, you will still receive an overwriting check of more than \$50 every week in the year.

"What the size of your weekly check will be depends upon the time, intelligence and effort you put into your branch. Every new home that becomes a regular customer; every new dealer you start in this work; every dollar's worth of your own personal sales—all will help you, bit by bit, to build your income toward the splendid 'possibilities' ahead.

"We know that your regional manager would not have recommended your appointment if he were not sure of your ability, and of your willingness to work. So we have no fears as to the outcome of your appointment. You have before you what many men would give their eye-teeth for—an opportunity to build a bank account and a reputation. Pitch in and get everything you can out of it!"

## Here's the Best-Paying Sales Approach Ever Created!

This letter from the National Radio Institute follows an old, familiar formula—a narrative style that has been "done to death," so they say. Yes, I grant it's a trifle threadbare; but it still has one trifling virtue: It pays better than any other approach that mail-order genius has been able to devise up to the time of going to press!

"You'll be interested in this story of two men—what they did and what happened to them.

"John Andrews said 'I'm not interested.'

"J. G. Dahlstead said, 'Yes, that interests me. I'll find out about it.'

"That happened several years ago, when I was in touch with both of them.

"Right now, Andrews is plodding along in the same rut he was in several years ago. I understand he is barely meeting expenses.

"Dahlstead, who said 'yes,' holds an important radio position. He has made around \$5,000 a year for several years. His letter is in the book I will tell you about later. . . ."

SALES MANAGEMENT



## Ohio's Liquor Volume Shows Large Increase

Because liquor sales in the State of Ohio are under state control, it is possible to get a clear picture of consumption preferences in that State. The *Cleveland Press*, under the direction of Francis Nye McGehee, has analyzed the sales in the state since the establishment of the Federal monopoly system in April, 1934.

The records show the sales by weeks to October 5. This year dollar volume reached a total of \$725,104 during that week. This compares with \$429,766 for the comparable week of 1934, or a gain of 68.7%. In that week this year the average Ohio family spent 43 cents for liquor as against 25 cents in the same week last year.

The state is divided into five liquor districts—District A (Cincinnati, Dayton, etc.) has 20.2% of the population, and sold 19.2% of liquor, in dollars during the first 6 months of 1935. Similar comparisons for other cities are District B (Toledo), 13.0% population and 11.6% liquor sales; District C (Columbus), 17.7% of population, and 16.4% liquor sales; District D (Akron, Canton, Youngstown), 21.3% of population and 21.0% of liquor sales; and District E (Cleveland), 27.8% of population and 31.8% of the liquor sales.

## City Wets vs. Dry Farmer

One of the most interesting of the many compilations made by the *Cleveland Press* relates liquor sales to the vote in the elections of November, 1933. Do people who vote wet also drink wet? An analysis of the Ohio sales indicates very definitely that farmers vote dry and drink dry, while city folks vote wet and drink wet. In six counties where the wet vote was 75% and over, the per family sales for the first six months of 1935 were \$10.94. In the counties where the wet vote was 60 to 74.9%, the family sales were \$8.66. In the counties where the wet vote was 50% to 59.9%, consumption was \$5.67; and in the agricultural counties where the vote averaged less than 50% wet, the consumption was only \$4.80.

During the last 12 months there has been a tremendous increase in the number of brands on the Ohio market. For example, a comparison of December, 1934, with September, 1935, of straight ryes, blended ryes, Scotch whiskeys, Irish whiskeys and gins, shows that the number of brands on the market increased from 69 to 139.

Liquor in Ohio has become a \$30,000,000 annual business in less than 2 years. During the last 12 months

dollar volume has been divided by types as follows:

Bourbon, straight.....	44.2%
Bourbon, blends.....	25.2
Rye, straight.....	12.5
Gin, domestic.....	9.7
Rye, blends.....	4.3
Scotch.....	4.2
All others.....	9.9

## "Sudden Death" Story Used by Many Firms

(Continued from page 685)

Insurance Company, Honolulu.

Utilities in Pennsylvania, New York, Illinois and elsewhere ordered 78,185 reprints. Chambers of Commerce in Douglas, Georgia, Norton, Kansas, East Orange, New Jersey and way points ordered 25,950. The Standard Oil, Shell, Texas and Tidewater Oil companies were chiefly responsible for 87,177 more. The Rotary Club of Baltimore and the Kiwanis Club of Lexington, Kentucky, were a couple of several "civic organizations" which accounted among them for 39,840. Firestone and General Tire bought quantities. Six motor clubs between New York and Sioux City and St. Paul bought 58,200.

In the long list of "miscellaneous" projectors of "... And Sudden Death" were the United States Government, National Safety Council, various YMCA's and various motor vehicle commissions, the States of Utah and Wyoming, Chase Bank, General Foods, the Campbell Soup and Standard Brands, American Red Cross, New York City Police Department, Keep Chicago Safe Committee, Boy Scouts of America, Liggett & Myers Tobacco, National Dairy Products, W. K. Kellogg Foundation, Koppers Products, Du Pont Rayon, and schools and boards of education all over the country.

One of the reprint buyers was Great Northern Railroad. It is sending them out to ticket agents and other employees for distribution to prospective passengers. Why risk automobiles, the Great Northern is saying in effect, when railroads are so much safer!

Meanwhile, on November 7, Simon & Schuster, Inc., New York, issued a little 25-cent book entitled "Sudden Death and How to Avoid It." It contained three articles—one a reprint of "... And Sudden Death," one a brand new article by Furnas entitled "Better off Dead," and the third, by Ernest N. Smith of American Automobile Association, on "How to Avoid Automobile Accidents and Death."

Had the interest in impromptu death begun to wane? Richard L. Si-

WELL How About It?

The point to be decided about the Newark market is not whether you will go into it in 1936, but rather can you afford to stay out. Of the major cities in the country, only one exceeds it in per capita retail sales. *That's* sales activity! So get in and get your share in '36. And let the NEWARK EVENING NEWS show you how to do it. As long as families are composed of people and retail sales are motivated by their needs and desires, the logical place for your advertising is in the one medium nearly every family in the market reads and uses as a buying guide. It costs 40% less than the others combined.

Newark Evening News

NEWARK, NEW JERSEY

O'MARA & ORMSBEE, INC., General Representatives, New York, Chicago, Detroit, San Francisco, Los Angeles.

Does the bite test advertise Lady Esther or Cut Plug?

Is White Rock paying the advertising for Alka-Seltzer?

Does the Magic Brain belong to Burroughs Adding Machine?

?

?

?

The answers to these and hundreds of questions of interest, value and practical usefulness to marketing executives are to be found in **MARKET RESEARCH**, the monthly magazine. One dollar a year. (Foreign, \$2.)

MARKET RESEARCH  
Rockefeller Center, New York City

Please enter my subscription to **MARKET RESEARCH** for one year.

I enclose \$1 . . . Bill me for \$1 . . . (Foreign, \$2)

Name .....

Company .....

Street .....

City ..... State.....

[ 7 2 4 ]

mon, president of Simon & Schuster, told SM that it had not.

American News Company first ordered 15,000, to try out in New York. A few days later it asked for 10,000, to be split 2,000 for New York, 5,000 for Chicago and 3,000 Boston. After that it ordered a total of 50,000 for various cities. And, Mr. Simon said, American News is still trying it out. It hasn't covered the country yet.

Book store sales had brought the total retail volume of the book to 110,000 by the end of November. The publishers offered a 40% discount from regular retail price for quantity orders. These have started to come in. A total of 25,000 have been shipped, chiefly to insurance companies, automobile associations and oil companies. (The automobile manufacturers, Mr. Simon believed, are not enthusiastic about projecting the sordid details of what happens when one gets reckless.) Group and miscellaneous orders now being dickered for total about 150,000.

#### Perhaps Safety Ads?

On November 20 President Roosevelt called a national safety conference of leaders of transportation groups and others to find ways of solving the "accident" problem. Among other division heads announced by the President is Barron G. Collier of New York for "education." Maybe that means advertising. Surely it will mean propaganda.

As a matter of fact, thanks partly to *Reader's Digest*, Simon & Schuster, J. C. Furnas, et al., the automobile is not quite the "mad bull elephant" it was a few months ago. When ". . . And Sudden Death" appeared, and a lot of organizations began to spread the gospel of splintered bones and twisted forms lying very still beneath sheets besides the highways, many persons were skeptical. Sure it makes you sick at your stomach to read about it, said they. I'll probably remember it (I'm pretty careful anyhow) but I'll wager most people won't.

But apparently some have. In its report on automobile fatalities for the first nine months of this year, National Safety Council has shown a 6% drop the third—or shall we call it the J. C. Furnas?—quarter. Not a large number saved, of course. Just a few hundred. But *those* people, at least, should be grateful. Their families and friends, also, are glad that high-speed cars driven by thoughtless and careless drivers are less common, even if the improvement has a long way to go to reach perfect safety.

And, in addition, many advertisers have been given something specific and constructive to talk about.

#### How Six Firms Woo Jobbers' Salesmen

(Continued from page 698)

a copy of the advertisement, and any other dealer material, direct to their homes, and asking them to remind dealers of it. Then when there is a special feature, such as a display rack or a give-away item, a letter is mailed to the jobbers' salesmen, together with literature or samples.

For example, the company recently prepared a display rack which it offered dealers at a nominal price. At the same time it offered them a sales presentation which shows which rug cushion to sell with each class of rug. This presentation was sent to jobbers' salesmen, together with a letter telling them of its importance, how it should be used, and how the company depends upon them to get it used properly.

On another occasion, dealers were offered a "Profit Flasher" in the form of a handy little desk novelty which shows the percentage of profit on selling prices. They had to send in a coupon to get the novelty. But every jobbers' salesman got one, together with a letter telling about it. The idea was that jobbers' salesmen would put this in their pocket and show it to the dealers. "By the way, did you get one of the Allen Profit Flashers?" they would ask, at the same time producing one and submitting it for the dealer to toy with. That naturally paved the way for comment on Allen rug cushions and also prompted the dealer to mail the coupon for a "give-away" that would keep him reminded of Allen rug cushions.

#### Pats, Not Pokes, Pay

Letters to jobbers' salesmen, written by Jerry Tobias, sales manager, are always informal in tone and usually wind up with a "pat on the back." Typical: "I want you to please acknowledge receipt of this letter personally after you have digested its contents, and express any constructive criticism you may have to offer. I really depend upon you for the success of Allen rug cushions, for without your aid I am helpless. I am sure you won't fail me. With kindest personal regards, believe me."

Mr. Tobias also spends considerable time in the field, working with jobbers' salesmen, and holds many meetings with them. The most important thing to bear in mind at such meetings, he thinks, is to boost related lines, as well as one's own, and to treat the salesmen as partners, rather than order-takers.

SALES MANAGEMENT



# If I Were a Salesman Again

(Continued from page 704)

wonderful knowledge of prices. He knew 1,500 prices of the most staple goods in his line. He knew the pages in his catalog where certain lines were to be found. His apparently wonderful memory conveyed the idea to his customers that he had a remarkable knowledge of the hardware business, and this was of great help to the salesman. When he talked to me about it, he simply remarked that he was naturally lazy, and he preferred every time he referred to a price in his catalog to learn it, since then he would not have to look it up again. Have you noticed how some people remember telephone numbers, while others have to look up the same number time after time?

Now please remember, my young friends, that two things are happening every day when you use your memory. You are either helping it by actually remembering things that you read or hear, or you are injuring it by promptly forgetting all this. A good memory leads to accurate thinking. A man with a good memory remembers conversations. He remembers things that he hears in his day's work. He remembers names, dates and numbers. A man without a memory, no matter how healthy or good looking he is, or how well he dresses, is just a liability in business.

## Keen Observation Invaluable

Cultivate the power of observation. It is exceedingly valuable to a salesman. The lack of it leads to many lost opportunities. The ability to observe is developed much like cultivating the memory. It is a matter of training the mind. When you go into an office, for instance, and meet the buyer, study not only the buyer, but the office as well. Study the people in the office. For instance, an observing man will comment on the new dress his wife is wearing, or he will comment on the kind of flowers in the room. If there are any changes in the room's arrangement he will notice them. But the man who does not observe, whose mind is far away "wool gathering," as we say, does not see these things. Therefore he is a disappointment to his wife and his friends, and, if he carries his non-observing habit into his business, he is a disappointment to his customers as well.

Make it a point at any cost, always to be prompt in keeping engagements. If you make an engagement it is an obligation to keep it. If you do not

care for the obligation, do not make the engagement. Use your will power first, and it will save you a lot of trouble afterwards.

Probably I should have put this piece of advice first: Cultivate the art of being a good listener. Don't be carried away by your own line of conversation. Remember that in order to be a successful salesman you must cultivate the art of being agreeable, not only to buyers but to everyone else, and one of the best ways to be agreeable is to listen attentively to what people have to say, and talk to them about things in which you know they are interested.

## Be an Amateur Diplomat

In your enthusiasm to work off your sales talk, don't interrupt even the commonplace remarks of your prospect. Listen, observe, study your man; then at the proper time do your talking. Napoleon once remarked that *nothing prospers except at the right time*, and I am absolutely sure, especially in selling, that no plan ever prospers unless it is put up to the buyer at the opportune moment. Buyers are human. They have their own troubles. A young salesman can make no more serious mistake than to force his sales talk on a buyer when with a little observation he can see that the buyer's mind is on other matters and that he is not in a receptive mood.

One very successful salesman told me that whenever he went to the store of a certain dealer he looked into his office before he entered the store, and if the dealer's hair was mussed up in the back he would go away and not enter the store until his prospect's hair was smooth again. Of course I know you will say that buyers are never in the mood to listen, but that is not true; and sometimes, if they are in the wrong mood, with the use of tact and diplomacy you may be able to change their state of mind.

About drinking: Some men have the ability to drink moderately. Others make fools of themselves every time they drink. Recently at a convention at White Sulphur Springs I heard a salesman who was drunk indulge in conversation before a lot of dealers that certainly did not do his house or his line any good. It would be far better if manufacturers kept their drinking salesmen at home instead of sending them to conventions. If it is a question of drinking excessively or not at all, the safest way is not to drink at all. Some of the most suc-

**We thank you—  
—WE COULDN'T  
HAVE WRITTEN  
A BETTER AD  
OURSELVES!**



## A Gold Mine of Contest Ideas

A tip for sales executives who use contests and other sales stimulating plans—who doesn't?—is to take a long look at the service available through the Carr Speirs organization. Mr. Speirs has been conducting sales contests for enough years and companies to make his name familiar to most sales organizations throughout the country. But in case you have not heard of his service, or tried it, take this tip and send for a specimen mailing. The service includes, over a year's time, over 700 sales bulletins, house organs, use in your own bulletins, with equipment and etc.; 24 contest plans with equipment and suggestions for adapting to your own needs; illustrated letters to salesmen, and many other features. Write Carr Speirs Company, Stamford, Connecticut.

SALES MANAGEMENT  
NOVEMBER 1, 1935

Yes, sir, they refer to  
**BUSINESS STIMULATORS**  
—a monthly service designed for those who trace and reproduce their own. Used and endorsed by National organizations throughout the country.  
Let us send you the current mailing for  
**FREE EXAMINATION.**  
\$7.77 a year, or \$7.11 check with order—and, incidentally, let us tell you about  
**OUR SALES CONTESTS**

**CARR SPEIRS CO.**

Established 1921  
Stamford, Conn.

## WATCH THIS MARKET

**Janesville, Wisconsin  
Payrolls Move Up**

General Motors—3,000  
Parker Pen—1,000  
Woolen, Cotton Mills—600  
Sugar Factory Rushed  
Ideal Test Market of 150,000

**Janesville, Wisconsin  
Gazette—WCLO**

## SALES CONTESTS

Planning and Merchandising

Sample copy of our Merchandise Prize Catalog, and brochure, "Information on Sales Contest Operation," furnished to sales and advertising executives without charge.

**SALES CONTESTS, INC.**  
10th Floor American Bldg., Dayton, O.

## PHOTOSTATS

**COMMERCE PHOTO-PRINT  
CORPORATION**

1 WALL STREET  
233 Broadway 56 Pine St.  
80 Maiden Lane 33 W. 42nd St.  
Dlgbly 4-9135-6-7-8

## Nine Out of Ten Advertisers Use HARDWARE AGE

Rarely, if ever, has the preference of advertisers in any field been so overwhelmingly in favor of one paper as it is in favor of HARDWARE AGE in the national hardware field.

Nine out of ten (92%) of the advertisers using the national hardware papers during 1935 used HARDWARE AGE.

Six out of ten (64%) of them used HARDWARE AGE only.

This great preference for HARDWARE AGE was built up year by year as more and more advertisers experienced its effectiveness as an instrument for cultivating their market in the hardware trade.

Let HARDWARE AGE help make your 1936 sales promotion plans more effective.

## Hardware Age



A Chilton Publication

239 West 39th Street  
New York, N. Y.

A. B. C.—Charter Member—A. B. P.

# 1st in OMAHA for 25 Years

- in CIRCULATION
- in ADVERTISING
- in NEWS

## OMAHA WORLD HERALD

CIRCULATION

Daily, 127,194 Sunday, 121,982

O'MARA & ORMSBEE, Inc.

National Advertising Representatives

successful salesmen I ever knew never "touched a drop." The trouble with successful salesmen who do drink is in the fact that most of them drink themselves to death. If you can take it or leave it, all right. *But be dead sure you can leave it!*

About gambling: You will usually find, if you think you are a good poker player, that you always meet other fellows who seem to understand the game just a little better than you do. Therefore, gambling not only consumes valuable time that might be given to sleep, but it is frequently expensive. My old boss, Mr. E. C. Simmons, once remarked to me that the gambling habit in a salesman was harder to cure than either drinking or "skirt chasing." Recently a man whom I knew quite well here in New York died. He was the head of what was supposed to be a successful business. After his death it was discovered that he was not well off. I was surprised because this man, as far as I knew, was of exemplary habits. I was told, however, by one of his intimate friends, that his weakness was horse racing. He was always betting on the horses, and lost a fortune at it.

### Relatives Can Be Leeches

Be guarded in the friends you make. The character of your friends can either do you a great deal of good, or a great deal of harm. Nothing truer was ever said than "birds of a feather flock together." A man is judged by the character of his friends. Look out for strangers! If you are going to make a business deal with a stranger, be careful to look up his record. Some of the most engaging personalities are the most dangerous to your pocketbook.

Now, at the expense of bringing maledictions on my old gray head, I wish to caution you especially against two things: First, if you have a lot of relatives and you start to make money, your relatives will probably fasten themselves on you like leeches, and they will relieve you, for one good reason or another, of all your savings. I have known dozens of hard-working young salesmen who, because of their generosity and goodness of heart, were the victims of their relatives. A young man necessarily must save money, and have a little capital ready to take advantage of opportunities that come along. Nothing is sadder than an intelligent, hard-working young fellow who, when he is offered an opportunity to invest in a good business, has to shrug his shoulders and admit he is broke. And all because he could not say "No" to his relatives.

If you are a success as a salesman and have a little money saved up, you may rest assured that designing mothers will be after you. Take a lonesome bachelor salesman, a designing mother, a pretty daughter and a few good meals, and the poor fish is soon caught. Don't be fooled by the statement that "two can live cheaper than one." They cannot! It has never yet been done. I can give case after case where brilliant young men have had their careers completely ruined by hasty and ill-considered marriages.

Let me emphasize the fact that I am writing to you as a "career man" who wishes to get to the top if possible. Again I strongly urge you to look out for your relatives and your impecunious friends who are always in trouble. Look out for weddings that will be all expense and no income. Nothing truer was ever said than "when poverty comes in the door, loves flies out the window." Take my advice. Be a tightwad. Invest your money so you can't get at it easily. After a while, when you have become successful and have a lot more money, you can indulge in the luxury of taking care of relatives, or getting married. And of course you can do a great deal more for them because you will have so much more to do it with.

In conclusion, I am going to make a confession to you. When I review my own life, I realize that some of the greatest mistakes I ever made were made when I was attempting to do the most good. You may be considered a tightwad, but remember that ill-considered generosity does more harm than good, and being rather "Scotch" in the handling of your spare cash while you are young will bring the greatest dividends in your later years.

### Marketing Flashes

(Continued from page 687)

the Squibb products from Adex tablets to zinc ointment; follows an explanation of the vitamins, from A to G, then a chapter on "First Aid in Emergencies—what to do until the doctor comes."

A string through the top corner makes the Handbook convenient to hang in the bathroom. Some 300,000 copies were mailed to New Yorkers with the request from Squibb to "send us a postal acknowledgment of receipt, and let us know whether you want us to place your name on our permanent mailing list."

Several of the excellent institutional Squibb ads are reproduced in the Handbook. All in all it bears scant resemblance to its legitimate and less scrupulous sire.

SALES MANAGEMENT



## T i p s



Booklets reviewed below are free unless otherwise specified, and available either through this office or direct from the publishers. In addressing this office, please use a separate letterhead for each booklet requested, to facilitate handling. The address is SALES MANAGEMENT Readers' Service Bureau, 420 Lexington Avenue, New York, N. Y.

### "Field Warehousing" Provides New Credit for Manufacturers

Manufacturers, faced with the necessity of financing operations in the face of slow market conditions, have found many obstacles to borrowing in recent years. In the search for new credit possibilities, much attention has been given to what is known as *field or branch warehousing* as a means of inventory financing.

Through this method, which is not new but which has greatly increased in effectiveness because of recent changes in laws governing warehouse receipt credits, the producers or manufacturers can create collateral from raw materials and finished products on hand. Through greater protection afforded the lending banks, this operation results in larger loans at better terms. The method is, in brief, an arrangement whereby a recognized public warehouseman takes over under *bona fide* lease the premises in which the goods are stored, places them under the warehouseman's custodianship, and issues negotiable warehouse receipts. These receipts are said to be more acceptable to bankers than most forms of negotiable papers. In short, field warehousing is simply the extension of the process of public warehousing. But instead of the goods being taken to the warehouse, the warehouse "goes to the goods," making available the financial services that are associated with public warehousing.

A booklet describing this method of warehousing, its legal and financial safeguards, and the actual details of operation as carried out by the Terminal Warehouse Company of New York, has recently been published by that company. The booklet, "Field Warehousing," will be sent on request addressed to W. E. Hegeman, Vice-President, Terminal Warehouse Company, 27th Street and 11th Avenue, New York City.

### Analysis of Patman and Mapes Fair Trade Bills Available

The tremendous interest shown by SM subscribers in the famous July "Pink Sheet" publication of advertising allowances made to A & P by food manufacturers would indicate that an authoritative analysis of major legislative developments affecting retail trade would be welcome. Subscribers will find such information in a reprint titled "The Patman and Mapes Bills," by Charles Wesley Dunn of the New York Bar, an address delivered by Mr. Dunn at the annual meeting of the Associated Grocery Manufacturers of America on November 15. The problem discussed is that of amending the Federal law against price discrimination, a portion of the investigation of which developed

the advertising allowance disclosures which shook the food industry. Copies of the address are available through the office of the Associated Grocery Manufacturers of America, 205 East 42nd Street, New York.

### Plumbing-Heating Market Is Analyzed in Three New Studies

For marketing executives interested in the domestic engineering market—which includes plumbing, heating and ventilating equipment—three studies have been published which do an excellent job of picturing the present market and its best means of approach, together with prospects for increase in business in 1936.

"Selling the Plumbing and Heating Market" points to the necessity of selling the dealer or contractor in all cases, the wholesaler in most cases, with additional pressure on the architect, engineer, general contractor or builder, and the lending institution. Methods are recommended for selling and advertising to these points, to get the most out of a billion-dollar market.

"Making Your Product Easy to Buy in the Plumbing and Heating Market" is an additional and somewhat more detailed study of this same market, with emphasis on the place the catalog plays in the selling program. Market trends for various phases of the market are charted; a sales quota sheet giving per cent of total sales possibilities in each state; and specific recommendations for catalog building, make the study decidedly practical.

Both of these may be obtained on request to D. J. Hansen, general manager, Domestic Engineering Publications, 1900 Prairie Avenue, Chicago.

"Heating and Ventilating's Market Data" is a folder of loose-leaf data, the first of a series to be issued, giving (1) the Summer air conditioning business before 1933, in 24 leading metropolitan markets; the same, added business in 1933; likewise, 1934, with eight additional cities; added business in 1935; a special analysis of air conditioning installations in commercial buildings as of January 1, 1935; and a graphic presentation of the estimated total

annual air conditioning business, 1920-34 inclusive, divided as to industrial, theater, commercial, public, and railroad car installations. This analysis is accompanied by a forecast for 1936 business. The study is available through Clifford Strook, *Heating & Ventilating*, 140 Lafayette St., New York.

### A Report of Results of BROOKMIRE Recommendations

Brookmire has issued the "Advertiser" which reports the results of Brookmire recommendations for the past year. Graphs are presented which demonstrate the degree to which Brookmire recommendations—for both bonds and stocks—have outdistanced the Dow-Jones averages.

Interested Investors are invited to write for this report, without incurring obligation.

Ask for Bulletin N30

### BROOKMIRE

CORPORATION—FOUNDED 1904

Investment Counselors and Administrative Economists

551 Fifth Avenue, N. Y.

### Personal Service and Supplies

Classified Rates: 50c a line of seven words; minimum \$3.00. No display. Cash Basis Only. Remittance Must Accompany Order.

#### EXECUTIVES WANTED

SALES PROMOTION MAN. NATIONALLY known manufacturer of advertising specialties, leather goods, paint process bulletin and road signs, calendars, and specialties, needs the services of a man with modern sales promotion ideas, capable of originating sales plans, handling, coaching and developing salesmen. In answering give age, experience and full details. Address Box 454, SALES MANAGEMENT, 420 Lexington Avenue, New York, N. Y.

SALARIED POSITIONS, \$2,500 to \$26,000. This thoroughly organized advertising service of 25 years' recognized standing and reputation carries on preliminary negotiations for positions of the caliber indicated, through a procedure individualized to each client's personal requirements. Several weeks are required to negotiate and each individual must finance for moderate cost of his own campaign. Retaining fee protected by a refund provision as stipulated in our agreement. Identity is covered and, if employed, present position protected. If you have actually earned over

\$2,500, send only name and address for details. R. W. BIXBY, Inc., 118 Delward Bldg., Buffalo, N. Y.

#### POSITION WANTED

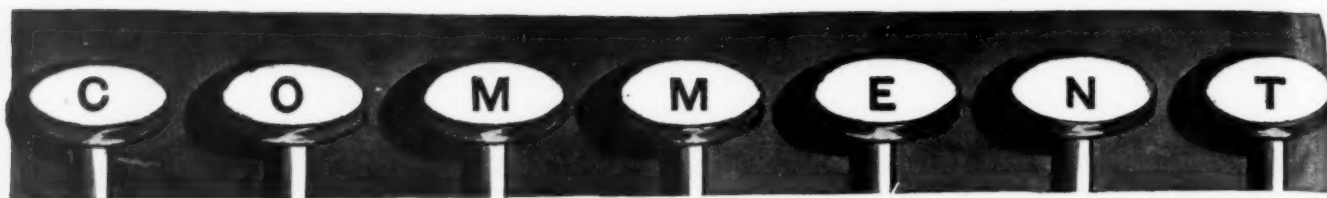
SALES MANAGER—Seven years' personal sales promotion experience opening new accounts for national concern, metropolitan New York territory, selling soaps, powders, detergents, to hotels, institutions, hospitals and restaurants. Large personal following. Adaptable to allied lines. Self-starter. Gilt-edge references. Specialized sales education. Now employed. P. O. Box 34, Woodhaven, N. Y.

OPPORTUNITY WANTED—YOUNG MAN, 28, college and specialized education. Now employed as assistant sales executive for manufacturing concern desires change. Experience domestic and foreign sales problems, advertising. Initiative, adaptability, reliability should make him worth his salt to aggressive concern. Locate anywhere. Address replies to Box 453, SALES MANAGEMENT, 420 Lexington Avenue, New York, N. Y.

TORONTO  
MONTREAL  
WINNIPEG  
LONDON, ENGLAND

GIBBONS KNOWS CANADA

REGINA  
CALGARY  
EDMONTON  
VANCOUVER



**B**IG BUSINESS VERSUS PUBLIC RELATIONS: Colby M. Chester, until recently president but now chairman of General Foods Corporation, has currently released some very significant survey data on the public attitude toward so-called big business. The survey, conducted partially by mail questionnaires and partially by personal interviews made by trained research workers, covers a cross section of individuals involved in agriculture, industry, commerce and relief work. It covers poor people, unemployed and also those well-to-do. It covers dwellers in small towns, as well as in urban areas. The tabulated results clearly demonstrate that there is widespread public belief that large corporations are not altogether good for the country even though they have paid labor a steadier and higher wage on the average. Mr. Chester concludes that while major-sized companies have developed the merchandising and manufacturing sides of their business to a scientific degree, they have neglected the public relations side at least to the extent of making the public aware of what big business has contributed to the economic and social growth of the nation. With this conclusion we wholly agree, but we also submit for consideration the further thought that the public attitude may not be so *unfavorable* to big business *per se* as it is *favorable* to widespread entrepreneurship with the greater number of individual opportunities possible only when business is not concentrated too greatly. There is ample opportunity for big, medium and small businesses in this country, but it is quite conceivable that from the standpoint of *the personal ambitions of the average man* the depression has resulted in concentration of business to an extent which is not and cannot be made wholly popular with the average citizen. Wherefore we suggest that big business should not only pay more attention to its public relations but also give definite consideration to the best ways and means of assuring continuance (instead of extermination) of competition from a reasonable number of small and medium-sized concerns within each major field. To the highly ambitious and dominance-minded executives of certain big corporations, such a philosophy may seem both illogical and impractical, but to the far-sighted and just as selfishly interested executives of big business, such a philosophy may seem to offer the safest means of preserving the profit opportunity and the public popularity of big business and at the same time the means of providing freedom from an excessive governmental regulation, taxation and interference as regards labor and sales problems. . . . As Bruce Barton recently said: "Fundamentally, the people of the United States think they should have a better life, more comfort, more security, more opportunity, more hope. What they are likely to do is to make a choice between industry and politics as to the quickest and surest path to the achievement of all these benefits. . . . Industry

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and politics, at the moment, are competitors for the confidence and favor of the same patron, the public." U. S. Steel is setting a significant example of how to proceed in its latest institutional advertising campaign directed to industry *and the public*.

**S**OME RECENT MARKETING TRENDS: At the annual meeting of the American Marketing Society, held within the fortnight in Atlantic City, many voluminous reports filled with comprehensive research and statistical data were presented. Out of them seems to emerge tangible evidence of certain definite trends, most of which are of comparatively recent origin. . . . Major-sized chain store systems appear to have reached a turning-point in forward growth, not so much on account of legislative handicaps introduced by various states as because so-called local chains and cooperative groups have succeeded in establishing as efficient or even more efficient store management and also to have eliminated most of the large *scale* buying advantage which used to accrue only to the largest chains; also because individual managers of stores in some of the larger chains have shown a tendency to want to make use of their abilities either in independent stores or in behalf of smaller chains. . . . Private brands appear to be making very definite headway not only in chain stores but also in department stores and with independent retailers. . . . Consumer movements seeking to establish standardization of all types of products are being toned down because of the increasing evidence drawn from past and present history which shows that too much government control along such lines not only fails but retards *progress in the consumer's interest*. . . . State legislation seeking to control retail price cutting and to maintain resale prices appears to be facing not only constitutional difficulties but also, and even more important, reduction of sales volume for the very products which such legislation seeks to aid and abet. . . . The *voluntary* open price plan, such as has been used by the fertilizer industry during and subsequent to NRA, appears to be due for serious consideration by quite a number of other industries. . . . The theory and practice of uniform percentage mark-ups in establishing wholesale and retail prices appears to be headed for serious competition with the theory of a percentage mark-up based on *individual* products as of *specific* times. . . . Research, as related both to the measuring of potential markets, the fitting of product design and style to existing consumer wants and the pricing of merchandise and services in line with what is provably acceptable to the public, seems destined to become more and more of a governing factor in the commerce of the nation.

Ray Bill

SALES MANAGEMENT



# In FLORIDA and En Route



FOR RESERVATIONS, RATES OR OTHER INFORMATION WRITE OR WIRE THE RESIDENT MANAGER DIRECT, OR LESLIE BUSWELL, GENERAL MANAGER, COLONIAL HOTELS, MIAMI, FLORIDA.

Colonial Hotels in Miami—the Miami Colonial, S. Franklin Pierce, Manager; Colonial Towers, C. A. Wampler, Manager; and the Venetian. In Miami Beach—the William Penn, J. A. Saeger, Manager. In Orlando—the Colonial Orange Court, William C. Atkinson, Manager. In Key West—the Key West Colonial, Jackson S. Golden, Manager. In Charleston, S. C.—the Fort Sumter, John S. Cator, Manager.



## **If all U.S. Postmen were your Salesmen...**

If you could make an arrangement with Mr. Farley to put every U. S. postman on your research staff, you would get some valuable information about your TIME advertising.

You would learn at first hand that your messages in TIME are being delivered on the best side of the tracks in every U. S. town to a striking plurality of your customers, prospects, and best dealers.

What you can do is to ask your own postman about the copies of TIME he delivers to your own friends and neighbors, who in turn can tell you the biggest facts about TIME, that it is read eagerly and thoroughly by the men and women in your best customer homes, nearly 600,000 of them.

**TIME**  
*The Weekly Newsmagazine*



